

Team Caerphilly

BETTER TOGETHER

Corporate Plan

2018-23

Updated for 2021/22



Corporate Plan 2018-2023

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Foreword from the Leader of Council – Cllr Phillipa Marsden

As we pass the midway point of our 5-year corporate plan, it provides a timely opportunity to review our excellent progress to date and look ahead to our plans for the coming years. When our original Corporate Plan was introduced back in 2018, none of us could have anticipated the coronavirus pandemic and the pressures and challenges that this global public health emergency would have on our services.

Our organisation, like many others, has been hugely impacted by the pandemic and we have had to respond, adapt, and overcome in order to maintain services and support our communities during this unprecedented period of time.

Our positive response has been shaped by the collective efforts of our amazing workforce and we all owe them a huge debt of gratitude – our bin men, carers, catering teams, social care staff, public protection, and school staff to name just a few – all of which have gone over and above to protect our people and our place.

As Leader of the Council, it is my responsibility to ensure the organisation is capable of rising to these challenges and is prepared to respond effectively and efficiently. I am proud of everyone involved in this effort and, as we start to transition from covid response to covid recovery, we must ensure that we can continue to adapt and respond to the changes and challenges ahead. Working closely with my Cabinet colleagues we are collectively focussed upon bringing a new sense of purpose and direction to the organisation as we emerge from the pressures of the past 18 months.

Within this Corporate Plan, we have defined an over-arching vision, supported with clear objectives and priorities, so that everyone is clear about the direction of travel and what we are aiming to achieve and most importantly, the role that each and every one of us has to play in shaping it. The Well-being Objectives are a critical part of this process as they will help us shape services, target our resources, and prioritise our efforts over the coming years.

I hope you find this document useful, and it provides you with an insight into the journey that lies ahead and our ambition to shape it, as we aim to not only survive these challenging times, but thrive within them!



Cllr Phillipa Marsden

1. Our Cabinet

Introducing members of our Cabinet team:

- Councillor Philippa Marsden, Leader of Council
- Councillor Shayne Cook, Cabinet Member for Social Care
- Councillor Nigel George, Cabinet Member for Waste, Public Protection & Street Scene
- Councillor Colin Gordon, Cabinet Member for Corporate Services
- Councillor Mrs Lisa Phipps, Cabinet Member for Housing
- Councillor James Pritchard, Deputy Leader and Cabinet Member for Infrastructure, Towns and Property
- Councillor Mrs Eluned Stenner, Cabinet Member for Performance, Economy & Enterprise
- Councillor Andrew Whitcombe, Cabinet Member for Sustainability, Planning and Fleet
- Councillor Ross Whiting, Cabinet Member for Learning & Leisure

Our Cabinet Commitments

The Leader of Council and Cabinet agreed seven Key Commitments which underpin the overarching vision and priorities of Caerphilly County Borough Council (CCBC). Having reviewed them recently they still apply. They are:

1. We will always do our best to protect jobs and services within the current challenging financial climate.
2. We will build on CCBC's reputation as an innovative, high performing local authority.
3. We will ensure we have an engaged and motivated workforce.
4. We will always strive to ensure CCBC delivers value for money in everything it does.
5. We will help protect the most vulnerable people in our society and make safeguarding a key priority.
6. We will always welcome feedback and consider the views of residents, staff, and other key stakeholders.
7. We will be open, honest & transparent in everything we do.

These will be our guiding principles in all that we do.

2. Our Medium-Term Financial Plan Principles 2018-2023

Over the course of several years, we have set principles that would guide our financial decision making. As part of the challenging environment, we still find ourselves in, we thought it was a good time to review our financial principles in line with our Cabinet commitments and the Councils values and vision.

Following our review, we believe our Medium-Term Financial Principles remain relevant and are set out below:

- We will seek to protect services for the most vulnerable whilst continuing to evaluate all other services.
- We will limit the impact of cuts on front-line services where we can whilst continuing to reduce expenditure and explore opportunities to generate new sources of income.
- We will adopt a longer-term approach to financial planning that considers the impact on future generations.
- We will need to accept that we will not be able to maintain existing levels of service but will introduce more innovative ways of working through the use of emerging technologies.
- We will engage with our communities to understand their needs and explore options to deliver some services through collaboration, partnerships, community trusts etc. to ensure that communities remain resilient and sustainable in the longer-term.

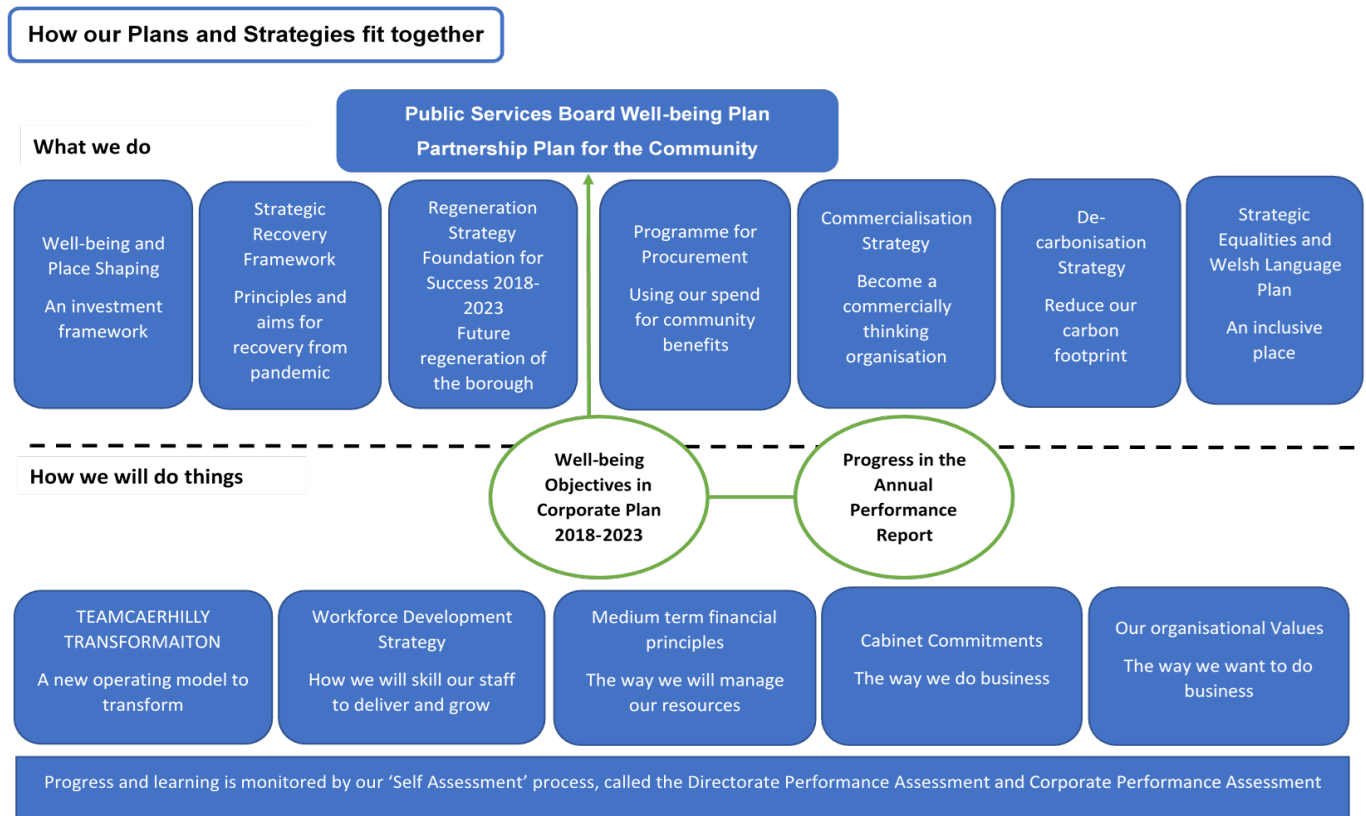
These principles will help to steer our financial decision making during the next few years and will be routinely reviewed to ensure they stay relevant for the coming years.

Although this is a five-year Plan, the Resources Section within each objective may be subject to changes beyond our control. We will keep these under review and update the public as part of our public performance reporting.

3. How our Plans and Strategies fit together

As a large organisation, there are many different aspects of planning, strategies and frameworks that can seem complex, and it can be difficult to see how different activities come together or contribute to one another. The diagram below shows how our activities such as planning – what we want to do, our values – how we want to do something; all contribute towards the end goal and to the delivery of the Well-being Objectives. There is no one section more important than the other, our values and behaviours wrap around all that we do.

There is further detail on the next page to explain the various elements:



4. Describing our organisational arrangements, strategies, and plans

4.1 Our Cabinet Commitments

The political leadership of the Council are called the Cabinet and you can see more about the Cabinet on page 3. The Cabinet have carried out work to decide on a set of commitments they want to make to the public and to staff. These are the standards you can expect from our leaders and how they want to be held to account. These have been reviewed and we find them still to be the right commitments that wrap around all that we do and the way in which we will conduct business.

4.2 Medium Term Financial Principles

These are the principles we will use to help make decisions with financial implications. As the financial situation becomes more difficult, the principles will guide us (page 4) and we will use them in making decisions. For example, one of our principles is to “limit the impact of cuts on front-line services where we can whilst continuing to reduce expenditure and explore opportunities to generate new sources of income”. Any decisions will look at this in the first instance and not ‘simply cut’ but to take a more considered approach in finding other ways to do something. This will go hand in hand with the sustainable development principles of the Well-being of Future Generations (Wales) Act 2015.

4.3 Corporate Plan and Well-being Objectives

This document is a review and refresh of our ‘Corporate Plan’ and includes a review of our six Well-being Objectives.

We have a statutory duty to set Well-being Objectives using the five sustainable development principles under the Well-being of Future Generations (Wales) Act 2015 and we have set them and published them in our 5-year Corporate Plan.

We are now halfway through our 5-year Plan and as such we have reviewed our objectives to make sure they still remain relevant and to consider any changes. Performance against our objectives is reported in our Annual Performance Report which we publish each October.

It is important to note that this is not all we do, there are many more activities that are carried out. However, these objectives are what you told us, and where the data showed, we could make a real difference to the well-being of the county borough.

4.4 Public Services Board Well-being Plan

The Well-being of Future Generations (Wales) Act 2015 require a statutory board called a Public Services Board (PSB) made up of the Local Authority, the Fire Service, Natural Resources Wales, and the Aneurin Bevan University Health Board with other invited members, including Gwent Police, Welsh Government, the Community Voluntary Council and Public Health Wales. The purpose of PSB is to improve the economic, social, environmental, and cultural well-being in its area by strengthening joint working across all public services in Wales. To do this the PSB carried out a well-being assessment of the area and in response to the findings set objectives in a well-being plan.

Formerly the Caerphilly PSB, the partners across the Gwent region have determined, to provide strategic oversight and alignment to all programmes of work, that seek to improve the well-being of communities, they will be forming a Gwent PSB from October 2021. This will enable strategic

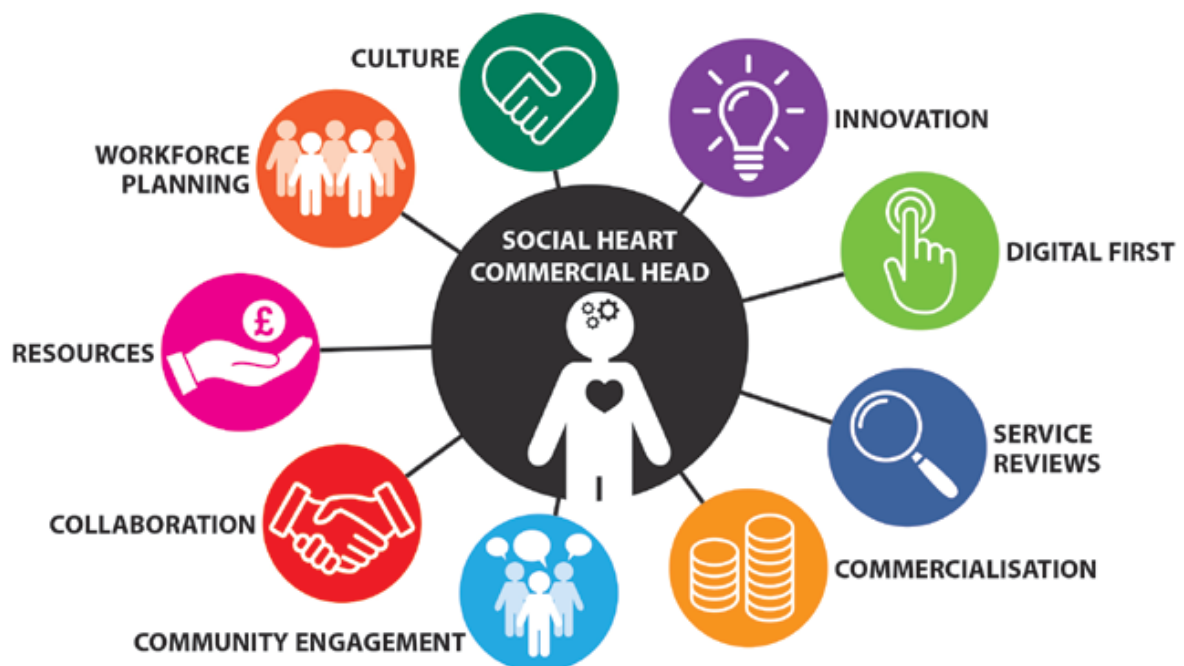
leaders to improve well-being under all the duties they must deliver. One of which is to prepare the new well-being assessment for the area by May 2022. This new and updated well-being assessment will be used to inform the strategic planning of all those partners and will also be the basis of the next Caerphilly Council Corporate Plan. In the meantime, the Well-being Objectives in this Corporate Plan are relevant and will continue to be worked on by the Council.

4.5 Transformation Strategy #TeamCaerphilly, Better Together

In 2019 we developed and launched a whole-authority operating model, to ensure a resilient Caerphilly for the future. The strategy is called **#TeamCaerphilly – Better Together** and its purpose is:

“To create capacity and foresight to develop solutions to some of the County Borough’s biggest challenges, ensuring the Council understands and responds to the changing needs and priorities of our communities”.

This is a major transformation programme which will examine how services are prioritised, how they can become more business efficient, to explore opportunities for greater customer focus and digital delivery, and to consider alternative delivery models and seek out commercial opportunities. The strategic programme of “whole-authority” work is being delivered through the following key themes, which underpin the new operating model of the Council:



Key work from the Transformation Programme:

- Completion of a £261m physical improvement programme to our housing stock by 2020. This is being enhanced with an exciting and innovative new build programme, and we have now brought 99% of our housing stock up to the Welsh Housing Quality Standard.
- Implementing the Shared Ambitions Strategy to raise standards and ensure our learners are healthy, confident, proud, and ambitious and can benefit from high quality educational opportunities, settings and experiences.
- Deliver the second phase of the 21st Century Schools programme, providing £110m of new educational facilities.
- Deliver the Council's emerging Digital Strategy by introducing a wide-ranging digital transformation programme that transforms every aspect of service delivery. This strategy, and the investment necessary for its deliver, has now been approved by the Council.
- Develop two state of the art purpose-built respite facilities in Pontllanfraith for both adults and children.
- Continue the delivery of the Sports and Active Recreation Strategy, providing a sustainable approach to leisure and physical activity provision.
- Introduction of an integrated "one-stop shop" public service offer located within the heart of our communities, through strategically placed integrated hubs.
- The creation of a Consultation & Engagement Strategy, to ensure that Caerphilly residents can play a full role in the development of the services they receive.
- The development of a Commercial & Investment Strategy, to underpin our Social Heart, Commercial Head philosophy.
- We have introduced a programme of Corporate Reviews (see below).

Corporate Reviews – Transforming How the Council Works

In the wake of the Covid-19 outbreak and lockdown measures, many of the principles of the transformation strategy were shown on a daily basis. In July 2020, Cabinet agreed a programme of ten corporate reviews, aimed at embedding many of the new approaches that were employed in response to pandemic, and to accelerate some of the wider work in support of these new models. The ten corporate reviews are as follows:

- Walk-in Services Review
- Remote Contact Review
- Front-line Delivery Review
- Support Services Review
- Information, Insight, and Intelligence Review
- Flexible Working Review
- Sustainable Financial Planning Review
- Workforce Development Review
- Corporate Volunteering and Community Partnership Review
- Decision-making Review

Walk-in Services Review- This review is about developing a model for the future of how people can access our services located in our communities with a view to providing multiple services from a single location. We are researching similar models across the UK to ensure good geographical spread and equity of access for residents. There are links to the needs of an agile workforce, the Remote Contact review, and the digitisation of service provision.

Remote Contact Review- This review is looking at options for a single contact number for all telephone enquiries whilst encouraging more use of self-service supported with automation. We will look at the options for delivering the concept of a “digital front door” and how the customer wishes to interact with the Authority, this includes but is not limited to the website and intranet. Equality of access in designing digital services will be at the forefront of this review ensuring an improved service to both internal and external service users. We will always ensure that people who are not digitally enabled can receive any service they need in traditional ways.

Front-line Delivery Review- This review is looking at a long-term vision for the delivery of front-line neighbourhood services and the development of digital tools to link and improve the back-office functions. Increasing capacity across the front-line to improve the service to customers by widening the roles of the available workforce.

Support Services Review- This review is working to improve the effectiveness of back-office business support services, linking to technological improvements and more use of digital delivery to improve and streamline our business processes.

Information, Insight, and Intelligence Review- This review is about understanding and improving our data capture and its use within the Authority. This will also support the automation work described above. A key element of using technology solutions will be the upskilling and training of staff across the Authority.

Flexible/Agile Working Review- This review is about how we adapt our staffing work practices and make sure we have hybrid work arrangements that are fit for the future

Sustainable Financial Planning Review- This review is looking at longer term financial planning, reviewing the current reporting model, considering the investment strategy, refreshing the Financial Regulations, and providing more training for staff on budget management, invoice centralisation, and automation of the invoice processes.

Workforce Development Review- This review is about supporting employee well-being and our workforce development, comprehensively reviewing our end-to-end recruitment processes, and redefining opportunities for learning and development. The draft Workforce Development Strategy is nearing completion and will shortly be progressing through to decision. A staff Well-Being Strategy is also being developed as part of this review.

Corporate Volunteering and Community Partnership Review- This review is working to support social action in communities and rolling out the new Caerphilly Cares model of support for the most vulnerable. This also introduces a new staff volunteering policy to support the community.

Decision-making Review- This review will be looking to improve the visibility and understanding of decision-making processes with staff, in particular service managers and report writers to give greater clarity on levels of decisions and the appropriate governance route. It will include a review of what level decisions should be taken at and the effectiveness of committee and executive decision-making.

The latest Cabinet report, with more detail about the programme and updates for each Corporate Review, can be found at: [Progress Report of Corporate Reviews](#)

4.6 Well-being and Place Shaping

The Council has been developing a Well-being and Place Shaping Framework since the spring of 2020. The Framework has been built on the wide range of capital investments made across the county borough in recent years and has been developed to take into consideration:

- Existing long standing multi-annual investment programmes
- Emerging and existing funding and investment opportunities
- Corporate Plan priorities and objectives
- Previously identified need
- Collaborative project opportunities
- Emerging Commercial opportunities
- The Council's Strategic Recovery Framework

The investment framework which supports our place shaping is extremely important following the pandemic, as it provides the opportunity to build, repair and renew key infrastructure and assets across the length and breadth of Caerphilly county borough. It is also an important element of the Council's Covid recovery plan, in supporting our communities as they emerge from the pandemic.

The Framework has a list of potential investments and projects across Caerphilly, in excess of £231m, that align explicitly with the Council's adopted Well-being Objectives contained within this Plan. The investment provides opportunity to work together to create a better and more prosperous Caerphilly for everyone, further embedding our "TeamCaerphilly" collective community and civic leadership model of delivery.

4.7 The Strategic Recovery Framework

In response to a set of circumstances that no one could have foreseen, we developed a Strategic Recovery Framework. The Recovery Framework should be seen as an addition to the delivery of the Corporate Plan and is intended to provide an initial focus and means of building momentum as the Council and the Community seek to recover from the significant impact of the COVID-19 pandemic.

Progress on the Well-being Objectives continues over the longer time frame but the Council's response to the immediate set of circumstances and challenges facing our communities is part of the Recovery Framework.

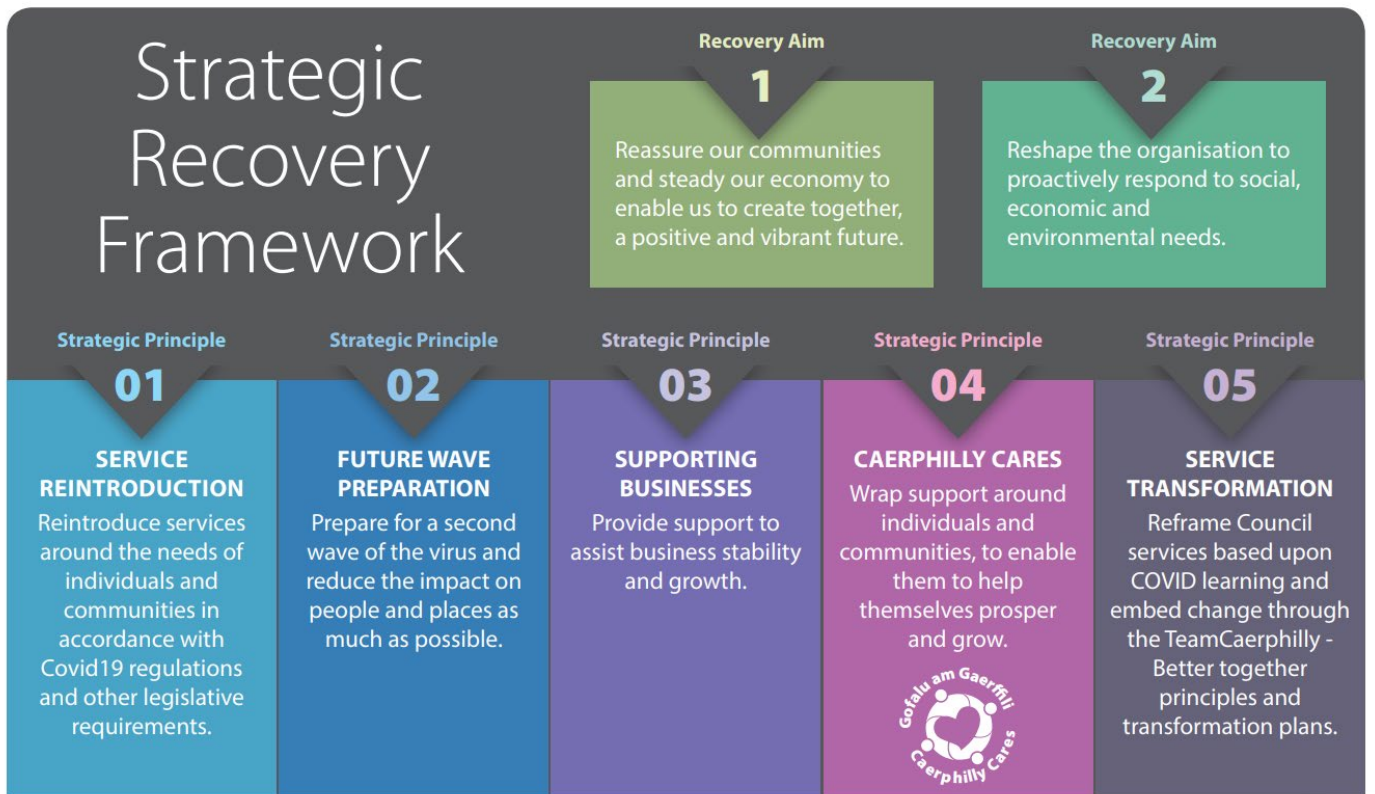
There are 2 clear recovery aims and 5 principles. The aims are:

Recovery Aim 1 - Reassure our communities and steady our economy to enable us to create together a positive and vibrant future.

Recovery Aim 2 - Reshape the organisation to proactively respond to social, economic, and environmental needs. This is where TeamCaerphilly, our major transformation programme, with its 10 Corporate Reviews will be important.

The five Strategic principles that supports the 2 aims are noted in the graph below:

There are projects and programmes that sit under each principle that contribute to our Well-being Objectives to deliver a range of recovery projects to help the community.



We developed a Commercial & Investment Strategy in December 2020 and this was the Council’s first strategy of this nature. The purpose of the Strategy is to create “Profit with a Purpose” so that we can remain resilient to changing environments whilst continuing to deliver essential services, with a well-managed risk appetite.

We already operate in commercial markets as part of tourism, leisure and infrastructure services and are now looking to take a strategic view of commercial activities to generate additional income, drive forward an entrepreneurial culture, protect and grow core services and to support the regeneration of the county. Any successful commercial ventures that create capital can be reinvested into the Council’s critical core services and delivery of the Well-being Objectives.

We have undertaken much groundwork such as delivering pilot training sessions, to develop commercial acumen and the launch of ‘Licence to Innovate’ scheme, designed to enable staff to share and implement transformational ideas. The high-level Action Plan that supports the Commercial and Investment Strategy has been aligned with current work priorities and amended to allow for COVID responses to take priority, and to incorporate the work of the Corporate Reviews noted on paragraph 4.5

We will review the strategy next year and building on our learning from this year will develop a longer-term commercial strategy to be implemented by the end of 2022

4.9 Decarbonisation Strategy

On the 4th June 2019 the Council formally declared a climate emergency with full support from all political parties. As a result of this, Caerphilly County Borough Council has committed to meeting the Welsh Government expectation of being net carbon neutral by 2030. We have developed a Decarbonisation Strategy, 'Reduce, Produce, Offset, Buy' to meet this target. The Strategy focuses on reducing the Council's own carbon footprint and sets out the overarching objective of being a net carbon neutral authority by 2030.

The authority has reduced carbon emissions by investing in technologies that reduce consumption and we have worked hard to raise awareness of the importance of carbon reduction with our staff, pupils, and residents across the county borough, but there is much more to do.

Our Strategy is based on 4 pillars of:

- **REDUCE** - Reducing the amount of energy we use
- **PRODUCE** - Generating our own 'green' electricity and heat
- **OFFSET** - Offsetting any carbon emissions
- **BUY** - Everything we purchase has embedded carbon associated with it and this will need to be considered in the procurement process

There is more information and action planning on our website that can be found at [Decarbonisation Strategy and Action Plan 2020](#).

4.10 The organisation's values – how we will do our work

The previous sections focus on what we will do, this section is how we will do this.

Our values have been created by staff and are embedded across all of our strategic intentions.

Every stakeholder involved in supporting the recovery effort will aim to be:

Innovative - Empowered, to develop innovative and creative responses to challenges faced within a safe culture of mutual respect.

United and Connected - We share a vision that serves the common good, we will actively collaborate & engage in healthy communication. We will celebrate our success together.

Trusted - We will act credibly, reliably and will foster, support and maintain positive relationships.

Resilient - We will work together maximising our collective strengths to rise to the challenges we face and adapt to any adverse conditions.

Open and Transparent - We will communicate with each other openly, share transparent information, listen and appreciate other perspectives, gives prompt feedback and learn from our mistakes.

4.11 Workforce Development

Our Workforce Development Strategy 2021-2024 has been developed and is awaiting Cabinet approval. The strategy has a clear purpose, *to develop a workforce that is fit for the future* and outlines our priority actions to create the right environment, enhance our support and better equip our employees with the right skills to be highly effective in their roles. Implementation and delivery of identified actions will be managed via a high-level action plan. The Workforce Development Strategy will be supported by effective workforce planning, which will align to our service planning processes.

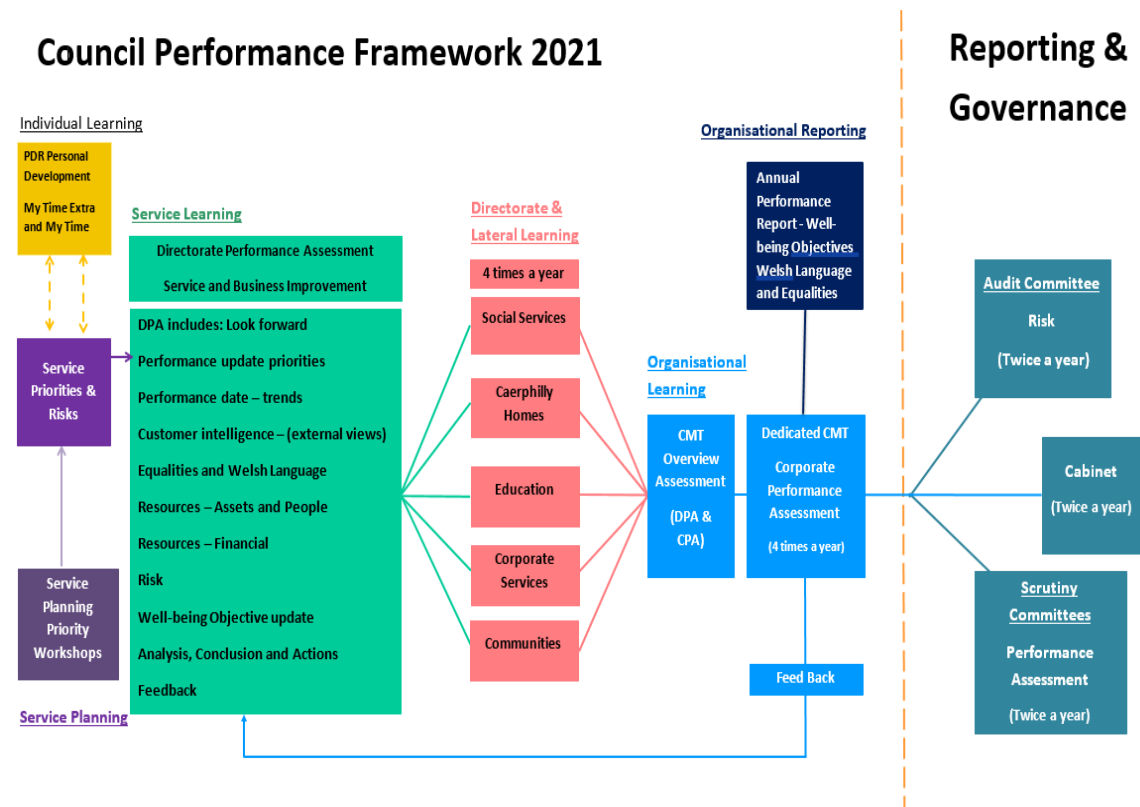
Part of workforce development is the My Time extra process. Employee learning and development is critical to achieving quality public services. So regular and effective one-to-ones are fundamental to help ensure staff at all levels across and throughout the organisation are engaged and supported by managers. It is important that all employees are given a voice and an opportunity to reflect on their performance and tools to empower staff to take responsibility for their own engagement and development

4.12 Self-Assessment - how are we performing?

We have introduced a self-assessments process, to view how we are performing across a range of areas. A key building block are our 'Directorate Performance Assessments'. These assessments are designed to bring together a range of information to provide learning on what we do well and what we could do better. They give us an insight to identify cause and effect as well as any actions to be taken to improve.

The self-assessment is also the vehicle for services to provide updates on their service priorities, which is part of our planning cycle and will link to our new workforce strategy.

This diagram shows the way we monitor and report.



5. Well-being Objectives 2018-2023

Introduction

We set our Well-being Objectives by using intelligence and data from the Well-being Assessment that was carried out to inform the Public Services Board's Well-being Plan. This told us about the concerns people had and the areas they would like to see improve.

The objectives were informed by our duty to deliver sustainability which is described within the five ways of working in each objective. We also looked at how we could build on strengths that support improvement in our action planning (and not just areas to improve).

We show how our objectives contribute towards the seven national Well-being Goals and a description of those goals can be found on page 84. The areas below are not all that we do, indeed it is not possible to cover everything the Council does, but we have set these six objectives as they are critical to improving citizens' well-being both in the long and short term. These objectives will be reviewed periodically, and we will consult on any major changes with our citizens. Our Objectives are as follows:

- Objective 1** Improve education opportunities for all
- Objective 2** Enabling employment
- Objective 3** Address the availability, condition, and sustainability of homes throughout the county borough and provide advice, assistance, or support to help improve people's well-being
- Objective 4** Promote a modern, integrated, and sustainable transport system that increases opportunity, promotes prosperity, and minimises the adverse impacts on the environment
- Objective 5** Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015
- Objective 6** Support citizens to remain independent and improve their well-being

The following pages show further detail on each objective, why we chose them, what steps we will take to meet them, how we will evidence progress, what resources we have to deliver them and how they maximise our contribution towards the National Goals.

1. Improve education opportunities for all

“Education is not preparation for life; education is life itself.”
~ John Dewey~

*Councillor Ross Whiting,
Cabinet Member for Learning &
Leisure*



Outcomes	
	<ol style="list-style-type: none">1. Aim to reduce the impact of poverty within early years.2. Raise standards of attainment.3. Reduce the impact of poverty on attainment for both vocational and non-vocational qualifications to provide equality of opportunity.4. Help those who are not able to follow a traditional attainment path.5. Support learning that enables young and adult employment opportunities including a focus on ‘future skills’6. Improve ‘Digital Skills’ for all ages.7. Improve the learning environment.3. Safeguard all children and young people in order to create a climate for learning, particularly for those most vulnerable.

Improve education opportunities for all

Well-being Statement

The Covid- 19 pandemic has intensified the need to ensure that all children and young people living in Caerphilly Local Authority are able to acquire the appropriate skills and accreditations and are, therefore, successful in the transition to further training, education or employment. The council has a holistic strategy for education, recognising the many societal and individual factors that can play a detrimental role in preventing learners from achieving their potential. Improving the wellbeing of all children and young people, especially those that could be considered vulnerable, is a pre-requisite to securing positive outcomes.

Therefore, the aim to 'improve education opportunities for all' remains a priority outcome. This objective intends to achieve short and longer-term solutions for those currently in education settings as well as future generations.

Early Years

Research has shown how important early years are in a child's life, particularly the first 1000 days. A range of research demonstrates a clear link between children from disadvantaged backgrounds, poor attendance and lower than expected school attainment. Children with low attendance in early years are more likely to come from poorer backgrounds and are likely to start school already behind their peers, especially in language acquisition and social development. Without the opportunity to receive good quality learning every day from the start of their education, the most disadvantaged pupils are unlikely to narrow the gap.

The Flying Start programme offers a range of support at each age, establishing positive parent and child behaviours, in readiness for the child's education. Research shows that parents' qualifications and work experience are likely to lead to improved attendance for their children. This is why some of the Flying Start programme helps to build confidence in parents and promote aspiration. During the Covid-19 pandemic, the Flying Start programme was required to support the most disadvantaged families through childcare placements, family support, language interventions through phone calls, online virtual delivery and groups, as well as in-person sessions for the most vulnerable families. The Assisted and Supported Places scheme also helped families to access childcare placements for children with emerging needs prior to starting nursery. The Childcare Offer needed to be realigned to support childcare costs for children of critical workers 0-5 years. In addition, the Child Development Fund was targeted towards children whose development was impacted by Covid and were not able to access provision through Flying Start, Childcare Offer or Assisted and Supported Places schemes.

There is a recognition that there is a significant amount of funding within early years but that the current midwifery and early years system of support is very complicated for families and professionals to navigate. During 2019 Caerphilly CBC was one of the Early Years Integration Transformation Programme pathfinders to explore how the midwifery and early years system could be made simpler based on needs of families instead of postcodes or funding criteria and accessed in a simpler way. The pilot was tested in October 2020 in New Tredegar community bringing Flying Start and non-Flying Start areas together with early intervention support offered to all who needed it. However, funding for childcare remains outside of the scope of the pilot.

The systems thinking work has helped to shape the commissioning of early intervention services to bring in a holistic pathway of support across the borough from April 2021 with a centralised request for support through the Family Information Service Hub. The Flying Start programme continues to support our most vulnerable communities (including the offer of childcare) to establish positive behaviours in children and families, through healthy lifestyles, positive parenting, attendance and raising aspirations. The Midwifery and Early Years system brings together the Families First and Flying Start funding streams alongside Childcare Offer and statutory funding streams to develop a coordinated system of support antenatal to 7years.

Attainment

Although published statistical data highlighted an improving trend with regards to pupil attainment, the coronavirus pandemic has necessitated an evaluation and review of the impact of disruption on standards and provision. Pupils attending schools in Caerphilly faced disruption to their learning from the initial return in September 2020 due to the accelerated spread of the virus. This was not the case in all local authorities where the impact of Covid-19 was initially less prevalent. In spring 2021, schools entered an additional period of national lockdown, at which point only vulnerable pupils and children of critical workers were expected to engage in face-to-face learning.

National lockdown may have resulted in significant gaps in pupils' learning. The extent to this challenge is dependent on a range of issues that includes the effectiveness of remote learning strategies, pupils' access to digital technology and quality of support from home. It is currently too early to fully assess the impact of the pandemic period on standards and progress of learners

In response to the Coronavirus (Covid-19) pandemic, the Welsh Government has cancelled all statutory data collections that were due to take place in Summer 2021. This means that no end of key stage data will be submitted. Therefore, there will be no data available for FP through to KS3. Similarly, Welsh Government will not be reporting on KS4 and KS5 school performance measures for 2020/21.

Schools identified as a cause for concern continue to be subject to regular meetings which ascertain progress towards recommendations or internal development targets. The evidence of school progress discussed at these meetings, which are attended by senior leaders across the Local Authority and EAS, are shared with Estyn in termly visits. There is currently one secondary school in 'significant improvement', two primary schools in 'significant improvement', and two schools in 'Estyn Review' (one primary, one secondary). There are no schools in 'special measures'. However, concerns around the impact of the pandemic on attainment suggests that all schools require support and guidance to ensure that any lost learning is recovered, and all pupils achieve their potential.

Helping those who do not follow a traditional path

An effective EOTAS service is required to provide alternative educational pathways. The Local Authority has a clear EOTAS strategy that is based on the principles of ambition and aspiration for children and young people, who at a given time may be unable to access a mainstream school environment. Specialist support and guidance allows an individual to manage their own behaviours more effectively into adulthood, developing both resilience and coping strategies.

Young people between the ages of 16 and 18 who find themselves not in education, employment or training are much more likely to be unemployed in the future, receive low income, suffer from

poor physical and mental health, depression and possibly find themselves involved in crime. It is vital that we work together to maximise the contribution that all young people can make to their families, communities and the economy of the County Borough and the country. The NEETS strategy describes the priorities and criteria associated with the engagement of young people from the age of 11 to ensure their progression in education, training and employment post 16 and how we will engage with those either NEET or potentially NEET, including by acknowledging and addressing their circumstances, abilities and vulnerabilities.

Caerphilly's Youth Engagement and Progression Framework aims to help all young people overcome the challenges they face so that they all have the opportunity to achieve their full potential. It coordinates activity and intervention and harnesses capacity by incorporating multiple agencies and workers to ensure a sufficiency of support for those young people in need of it. A young person-centered network of agencies responds to those identified as at risk of disengagement and provides the right level of intervention and support to help them make sustained progress. The Youth Service is proactive in supporting those who may not always achieve via formal educational pathways, such as GCSEs. Young people of school age are supported both in school time, for example, by providing an alternative curriculum, and outside of school hours, so as to provide holistic, integrated and wrap around support for those most in need of it. In this way educational targets for attainment, attendance and behaviour are significantly supported.

Supporting learning that enables young and adult employment opportunities including a focus on 'future skills'

Local assessment of young peoples' well-being identified the importance of the role of education and training in helping to provide opportunities for future employment. One of the significant areas to emerge from an assessment exercise was the need to 'provide training, apprenticeships, employment and opportunities that are appropriate for all sectors of the community'. The overall picture is that a higher number of county borough residents have limited qualifications compared with the national figure. A strong local economy was identified as essential for moving people from poverty and a longer-term quality of life.

The Public Services Board seek to address this issue as part of their current Well-being Plan. Our contribution towards improving this picture is four employability programmes run within a regional partnership. **Inspire 2 Work** provides support for young people aged 16-24 who are not in education, employment or training and have no means of engaging with formal or informal education, training or employment. Participants are offered a tailored package to support a return to education, enter work or gain a qualification required to access voluntary opportunities. **Bridges into Work 2** provides bespoke support for participants aged 25+ who are economically inactive (figures are quite high in the county borough) or long term unemployed (living in non-Communities First areas). **Working skills for Adults 2** provides support for employed or self-employed aged 16+ with a view to gain further qualifications to upskill into better opportunities.

Finally, the **Inspire 2 Achieve** programme is in the process of being developed across secondary schools. The project will focus on supporting KS3 pupils who may be highlighted as NEET (not in education, employment or training) in the future. Tailored curriculum activities will be delivered on a 1-1 and group basis with the aims of improving a young person's attendance, attainment, and behaviour.

At a regional level, the **Cardiff Capital Region City Deal** (CCRCD) is seeking to allocate a development fund to pilot a 'Skills for the Future' project. This will provide region wide

school engagement support for business and a skills investment fund to deliver over 10,000 apprenticeships, graduate internships and upskilling employees in the private sector. This is expanded upon in the 'Enabling employment' Objective. However, it is worth recognising the connection here between skills, education and employment.

The lack of consistent advice and guidance for young people, combined with the under-supply of young people interested in completing apprenticeships in areas of priority need, has the potential to create a deficit of skills required for employability. Uncertainty around the impact of Brexit, the growth in automation and the increasing importance of digital skills means it is important to support a joint regional approach to deliver an 'employer led skill system' in the Cardiff Capital Region. Therefore, the Local Authority is required to match the skills being taught to the skills employers require. Fewer children and students are studying Science, Technology, Engineering, Maths (known as STEM) and digital skills at a regional level.

Digital Strategy and Competency

The Local Authority recognises that digital competency is a set of essential skills, knowledge and attitudes that enables confident, creative and critical use of technologies and systems. It is essential for all children and young people in Caerphilly to acquire these skills in order to be informed, capable and have the potential to be successful throughout their lives.

Welsh Government Edtech funding is utilised to ensure that all schools achieve the Education Digital Standards and have the capacity to create a sustainable digital education infrastructure. This funding, alongside partnership working with the Education Achievement Service, will also ensure that education settings in Caerphilly are better equipped to embrace the changes brought about by implementation of the new Curriculum for Wales, and further demonstrates our commitment to digital learning, highlighting the importance technology plays within education.

The long-term strategic aims of our Edtech strategy are:

- Improve educational standards and outcomes
- Prepare learners for life and careers
- Maximise the opportunities digital presents to reduce the burden on our workforce and to support the wider Welsh economy

Improve the Learning Environment - 21st Century Schools and Colleges Programme

The Welsh Government (WG) 21st Century Schools Band A programme ran from 2014-2019 and resulted in an investment of £56.5m in education within the county borough. This was funded 50% by WG and 50% by the Authority. The projects delivered as part of the programme included the new Islwyn High School, expansion of Ysgol Gyfun Cwm Rhymni in the Caerphilly Basin through the creation of the Y Gwindy Welsh Medium Secondary School incorporating Ysgol Gynradd Gymraeg Caerffili, Idris Davies School (3-18), the extension of Newbridge School, a refurbishment project at Blackwood Comprehensive and through effective budgetary management, investment in improvements at Trinity Fields Special School.

The Band B programme is currently active and runs from 2019 to 2026. An envelope of £110 million has been allocated and will be funded 65% by WG and 35% by the Authority for

maintained school proposals, and 75% WG and 25% by the Authority for proposals linked to Special Schools and Pupil Referral Units. Projects to be delivered under this phase of the programme will focus on the improvement of the condition of school buildings and maximising community usage. There are currently 5 active proposals, progressing through the decision-making process which includes:

- a new replacement Welsh Medium Primary School
- expansion of a Special School
- the creation of a new Pupil Referral Unit
- a new Primary School
- a replacement Primary School.

In addition to the 21st Century Schools Programme, investment into the school estate has also been undertaken through a number of Welsh Government Grant Programmes equating to a £20.4 million investment into Welsh Medium, Child Care, Maintenance and a Community Hub in addition to the annual Local Authority Capital Maintenance Grant £1.4million allocation.

How we used the '5 ways of working' to review this Well-being objective?

Involvement – There are many people involved in achieving this objective, from education settings, parents, health services, libraries, builders (for school improvements), colleges and employment organisations. One of our biggest partners in helping young people and schools to better levels of achievement and attainment is the Education Achievement Service (EAS) who deliver school improvement on our behalf.

Long term - The objective is over 4-5 years but the benefits for children and young people will be over a 25 year period from birth to adulthood. The objective covers actions and the importance of early years on learning through to support for young adults into employment programmes and the recognition that digital learning plays an important skill in the present and the future.

Collaborate – The EAS and our education settings are the main partners for academic improvements. Strong partnership working will improve attainment. Many of the projects delivering to this Well-being Objective are delivered through collaborative partnerships between health, local authority, statutory and voluntary sector partners.

Integration – The Local Authority recognises that aspirations are linked with the family and therefore Flying Start, Families First, Supporting People and other key agencies, working with families will also be key partners. In addition, studies have shown that raising aspirations and improving attitudes to learning is wider than just educational barriers. Therefore, other support services such as leisure, parks and countryside, the voluntary sector and health services will be required as a way of engaging with children and young people and their families.

Prevention –A long-term approach to understand the effect of children's early years on their readiness and experience of school, connected to attendance through to the skills and exam levels they achieve at school. A preventative approach is provided for those who cannot follow a traditional path through a range of support and one to one work. We recognise the importance of growth in digital skills needed for work of the future but also promoting vocational work and making sure those young people that don't have a traditional path in education are valued and supported. The success of this objective has a big impact on quality of life, as it is recognised that skills that enable employment are one of the main paths out of poverty.

What steps will we take to achieve this goal?

Further detail is provided in the annual Service Improvement Plan to aid the delivery of these objectives. Some of the main actions are highlighted below:

Steps to deliver the outcomes	By When (2018-2023)
Outcome 1 - Aim to reduce the impact of poverty within early years	
Create an antenatal to 7 years model to meet families' needs at the right time, in the right place, by the right person.	2021-ongoing
Outcome 2 - Raise standards of attainment	
Re-ignite, recover, and reform learning in order to raise standards of learning.	2021 - ongoing
Work with schools to embed the new Inclusion Compendium (including exclusion guidance) Work with identified Secondary and Primary Schools to target exclusion practices. In line with the ALN review provision to ensure identified needs are met.	2021 ongoing
Improve pupil attendance	2021 ongoing
Outcome 3 - Reduce the impact of poverty on attainment for both vocational and non-vocational qualifications to provide equality of opportunity	
Further reduce the number of NEET young people at the point of leaving compulsory education and beyond.	2021-2025
Reconfigure the core Youth Service to ensure that young people with the most need are supported to achieve, whether by formal or non-formal means.	2021-2025
Outcome 4 - Help those who are not able to follow a traditional attainment path.	
Improve the consistency of what is delivered for all (Education other than at school) learners with providers currently on the EOTAS Framework. This includes developing expertise and curriculum at each provision.	Jan 2018

Work with Local Authorities involved in the Flexibilities Funding pilots in preparation for implementation from April 2019 to maximise the reach of grant funded programmes for vulnerable families.	Apr 2018-2021
Continue to work with regional partners, EAS and schools / alternative providers to ensure children have their needs appropriately identified and met through universal, targeted and specific support. Ensure that the LA, schools and providers are compliant with their responsibilities in line with the ALN Act (2018).	Jan 2017 – ongoing
Outcome 5 - Support learning that enables young and adult employment opportunities including a focus on 'future skills'	
Develop a more collaborative approach to secure future funding to replace ESF funding ending in 2022, to ensure people across the borough continue to receive the support they need to find and progress in sustainable employment.	2021-ongoing
Continue to expand the Progress Traineeship Scheme which targets care leavers age 16 to 18. The scheme will focus on the local authority providing the young person with an excellent programme of work experience to enable them to develop and gain a meaningful qualification in collaboration with Social Services.	2017 - 2018
The CCRCD will support the allocation of development funding to pilot a 'Skills For The Future' project to test out the concept and develop a business case.	2018/19
Outcome 6 - Improve 'Digital Skills' for all ages	
Implementation of the Edtech strategy	2019-2023
Develop support for Adult Education to deliver digital literacy skills, supporting the three employability programs.	2017-2022
Outcome 7 - Improve the learning environment	
Effective Management and Implementation of the 21 st Century Schools Programme	ongoing
Outcome 8 - Safeguard all children and young people in order to create a climate for learning, particularly for those most vulnerable.	
Develop a sustainable delivery system of sufficient safeguarding training for all staff to create safety for all learners	2018-2022

Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

A **Prosperous Wales** develops a skilled and well-educated population; we need our young people to have greater vocational or non-vocational skills in order to have better paid jobs and job satisfaction that contribute to the community and a better quality of life.

Achieving our Well-being Objective is essential to contribute to this national goal.

This work is about helping all young people (and adults) reach their potential and so underpins a more Equal Wales. Literacy, play, speech and all the programmes designed to help improve reading and writing through the life course maximise contribution to A Wales of Vibrant Culture and Thriving Welsh Language. Recognition of the way health and well-being contributes to Education attainment means that healthier young people would enable a Healthier Wales. Digital competence and the networks behind them contributes to a Globally Responsible Wales

Success of this objective would also contribute to:

- Welsh Government Goal 2 - Improve education outcomes for all and reduce the gap in outcomes for different groups
- Arts Council of Wales - REACH – Developing the creativity of children and young people
- Public Health Wales – Give our children the best start in life including opportunities to grow, play and learn in a healthy and safe environment
- Aneurin Bevan University Health Board - Support every parent expecting a child and give every child in Gwent support to ensure the best start in life.



How we will resource this Well-being Objective

From April 2019 the Local Authority has been awarded a Children and Communities Grant totalling £9,742,237 which is the combination of 7 previous grants Flying Start, Families First, Legacy Fund (previously Communities First), Communities for Work Plus, Childcare and Play, Promoting Positive Engagement for Young People at risk of offending, and St David's Day fund. This combined funding grant will enable greater collaboration between the programmes to improve services for families and residents across the borough.

The Childcare Offer grant which is paid to childcare settings across the borough for childcare places is reducing the amount that working parents pay for childcare of 3 year olds in part time Foundation Phase places. This revenue grant is £2,798,000 per year. In addition, the Welsh Government has given the local authority £5,110,989 capital funding to develop more childcare places for 3-4 year olds across the borough.

Band B 21st Century Schools Programme will be 75% funded by Welsh Government and 25% funded by the Local Authority. The local authority has been successful in securing £6,306,000 capital funding for Welsh medium Education and early years childcare provision, to increase the number of places available in Welsh medium provision

The European Social Funds which fund the Inspire 2 Work (£755k) Working Skills for Adults (544k with a match commitment from the Local Authority) and Bridges into Work 2 (1.6m) with a match commitment from the Local Authority) remain unchanged from the 2018 Plan as the funding is set for the duration of the projects.

The EAS ensure Pupil Development Grant (£13,484,457) and Education Improvement Grant is appropriately targeted and monitored. The Youth work grant is now £581,572, and the Adult Community Learning Grant (funded by Welsh Government) has increased also to £312,710

When will the objective be completed?

This journey will be ongoing as the Local Authority will always consider that improving children and young people's life chances and enabling employment opportunities are important. However, as this objective is set for the next 5 years, milestones are required in order to demonstrate significant improvement. A revised education strategy is due to be developed in the 2021-2022 academic year. This will identify the indicators by which to measure success.

Evidence linked to the Outcomes
Outcome 1 - Aim to reduce the impact of poverty within early years.
Cumulative number of children accessing the Flying Start programme annually is above the cap number of 2483
Number of individual families benefitting from the Families First Programme
Number and % of participants who report improved emotional/mental Well-being (following the programme they participated in).
Outcome 1 - Aim to reduce the impact of poverty within early years and Outcome 3 - Reduce the impact of poverty on attainment for both vocational and non-vocational qualifications to provide equality of opportunity.
Increased number of eligible working parents accessing the Childcare Offer funded places
Outcome 2 - Raise standards of attainment.
% of Primary School Attendance
% of Secondary School Attendance
% of Fixed Term Exclusions per 1000 pupils at Primary and Secondary Schools
Outcome 3 - Reduce the impact of poverty on attainment for both vocational and non-vocational qualifications to provide equality of opportunity.
Outcome 4 - Help those who are not able to follow a traditional attainment path.
% of Year 11 leavers from schools known to be not in education, employment or training (NEET)
Outcome 4 - Help those who are not able to follow a traditional attainment path. Outcome 5 - Support learning that enables young and adult employment opportunities including a focus on 'future skills' Outcome 8 - Safeguard all children and young people in order to create a climate for learning, particularly for those most vulnerable.
Number of care leavers (16-18) engaged in the Progress Traineeship Scheme increases
Outcome 5 - Support learning that enables young and adult employment opportunities including a focus on 'future skills'
Meet or exceed employability targets (as given for the BIW and Inspire programme)
Outcome 7 - Improve the learning environment
% of Primary and Secondary school surplus places

For context where possible we will also view the National indicators for Wales below when we look at performance overall of this objective.

General Well-being Indicators	Source of Data
Measurement of development of young children	Foundation phase profile

2. Enabling employment



*Councillor Mrs Eluned Stenner,
Cabinet Member for Customer,
Performance and Enterprise*

*Councillor Colin Gordon,
Cabinet Member for
Corporate Services*



Outcomes

1. Aim to reduce the impact of poverty by supporting people into better employment prospects.
2. Meet the targets of the European Social Fund programmes of getting people skilled and into work.
3. The Council will use the value of its third party spend to bring greater social and economic regeneration to the communities we serve.
4. Use investment in new and existing Caerphilly Homes to deliver social value outcomes designed to tackle poverty and worklessness by providing sustainable, quality employment opportunities, apprenticeships, training and work placements within our in-house workforce and supply chain partners
5. Ensuring local delivery of work programmes aligns and maximises opportunities from the Cardiff Capital Region City Deal.

2. Enabling employment



Well-being Statement

We have reviewed this objective and find that it is more important than ever due to the pandemic and the possible economic downturn as a result.

This objective is about enabling people to be ready for work and to help prevent longer term problems that are associated with low skills and lack of employability. We want to contribute towards overall issues that affect employment within the local economy.

Employment is still seen as one of the main routes out of poverty (although there is a growing rise of in work poverty) so it is important that we look at ways we can equip people for 'sustainable' and 'well paid' employment. Education is a key factor in this, and we have outcomes to improve attainment within our Education objective.

Before employment begins there can be many related support programmes that help to get people in a position in order to be work ready, low level mental health needs, low motivation, lack of confidence and several other factors play a part in getting a person to a position where they are ready to train or write a CV or attend an interview. Several of our Families First, Flying Start and Supporting People projects (whilst not specific to employment) help to grow people's confidence and to give them a voice that puts them in a better state of mind to start looking at employment needs and opportunities.

It must be recognised that we cannot, as a Local Authority, solve unemployment issues as national economic growth is one of the key determinants in the availability of jobs. What we can do is help equip people with the skills and experience to provide the best chances for work and ensure our planning includes support for business growth and that we understand and act on wider determinants of employment such as travel and accessibility to jobs. Some of the activities and partnerships are noted below and we have added some extra actions as since we last reviewed our objective.

We have introduced a Social Value Policy, which recognises the value of using procurement to support its wider Cultural, Social, Economic and Environmental objectives, in ways that offer real long-term benefits to the community.

We have increasingly sought to incorporate Social Value initiatives into our procurement processes and procedures; however, we can improve upon this by being more joined up by matching opportunities with those most in need.

As one of the largest employers in the borough we set up the 'Caerphilly Academy' to develop placement, apprenticeship, and employment opportunities within the Council

The Well-being Assessment consulted with many citizens who made the connection between lack of opportunity, in particular job prospects and the link between education and training in helping to provide opportunities for jobs.

Within Caerphilly, a range of employability programmes are run, funded by both the European Social Fund (ESF) and Welsh Government, which are designed to improve employability across a variety of customer groups. Our Education Objective specifically provides actions for the programmes below which contribute to this objective which are

- **Inspire 2 Work** – links directly to our work with young people aged 16-24 who are not in education, employment or training and have no means of engaging with formal or informal education, training, or employment.
- **Bridges 2 Work** - tailored support for participants who are 25 + who are economically inactive, working in non-priority areas (this is not part of the programmes known as Communities for Work which operates in areas classed as deprived).
- **Working skills for Adults 2** provides support for employed or self-employed aged 16+ with a view to gain further qualifications to upskill into better opportunities.
- **Nurture Equip and Thrive** - The Nurture, Equip and Thrive (NET) is available to all residents of the Caerphilly County Borough Council region who are employed or self-employed and aged 16 years and over. NET aims to increase the ownership of generic, transferable skills across the workforce through community-based provision. helping to improve the opportunities for low skilled workers to sustain employment and increase their earning potential.
- **Adult Community Learning** - Caerphilly Adult Community Learning Service recognises the value of learning throughout life and is committed to providing a wide range of educational opportunities to all learners. The service aims to meet the needs of individuals and local communities, encouraging lifelong learning through partnership with other education providers. The service uses funding from the Welsh Government to fund courses of learning delivered in a range of locations across the county borough, to deliver a broad range of vocational and essential skills courses; and support targeted to need and labour market intelligence. The service is intrinsically linked to the BiW2, WSfA2, I2W and NET programmes, as the main provider of training for these programmes based participant and labour market need.

Central to the successful co-ordination of these programmes is a **'triage' process**, which provides a central point of referral, whereby customers seeking employment or skills can be referred in to designated triage staff who will then determine their eligibility for any one of the available employability programmes. This approach ensures effective partnership working and a lack of duplication across the different employability programmes providing a holistic service across the county borough and is able to support all customers regardless of their individual eligibility criteria.

Communities for Work provide intensive mentoring support for unemployed customers within the most deprived areas of the county borough. Employment Mentors based within the Council and Employment Advisers, based within DWP work together in cluster teams to provide intensive employability support to address the many complex barriers to employment which customers may experience.

Following the phase out of the Communities First programme in March 2018, the **Communities for Work Plus** programme was established to “fill the gaps” of the employability support that was previously provided by Communities First. This provides support for customers who do not meet the formal eligibility criteria of the existing funded programmes.

Childcare Offer for Wales

The Welsh Government Childcare Offer is available across the county borough and can bring huge financial savings for eligible parents each earning the equivalent of 16 hours minimum wage **or more** per week up to £100k. From the term following their 3rd birthday, children could be entitled up to 20 hours of government funded childcare. This is in addition to the 10 hours already provided by Early Years Education and up to 30 hours of childcare for up to 9 weeks during the school holidays. Promoting and managing this funding is instrumental in helping parents back into employment knowing their childcare needs may be met.

Welsh Housing Quality Scheme (WHQS) Investment Programme

We have been committed to delivering the WHQS across all our 10,805 homes by 2020. We were delayed due to the pandemic as we could not enter people's homes to carry out the work, however we have set a new completion date for December 2021 in partnership with Welsh Government and are on track to meet this, there is more about this in our annual performance report. The £200 million WHQS investment also was a catalyst to transform not only homes but also lives and communities throughout the area. We recognised that investment on this scale presented a unique opportunity to deliver added social, economic, and environmental benefits to the people that live in homes and within our communities.

To use this programme to help employment we have included targeted recruitment and training requirements into WHQS internal works and supply partner contracts (this means we ask our contractors to recruit and train people who are unemployed as part of the contract) we ask them to take a flexible approach to a range of community benefits which includes a request to consider implementing the living wage, the creation of a fund to support local community groups, and activities to help facilitate the transfer of knowledge and experience within, and between, the private sector and local schools and colleges.

To date, we have created new full-time job opportunities and benefited the local economy as approximately 80% of the workforce employed reside within the county borough and therefore spend their salary locally. We are also increasing apprenticeships through the new 'Caerphilly Academy' and focusing on 'sustaining employment'.

Procurement

We spend around £230m per annum with suppliers, service providers and contractors on third party expenditure which provides opportunities for making better links with what we can do to support the local economy. We are committed to ensuring we achieve value for money from our third-party procurement expenditure. So, we recognise the value of using purchasing to support wider cultural, social, economic, and environmental objectives, in ways that offer real long-term benefits to the community. Our 'Programme for Procurement' is a living strategy, flexible, adaptable, and alive to the changing environment which details specific actions to bring this about.

Our Objective has a mixture of practical and short to mid-term actions such as providing skills that help people to get ready for employment, however there are also wider determinants and longer term actions that need to take place, in the shape of our Regeneration Strategy 'A Foundation for Success' 2018-2023, with a delivery plan can be found here [Regeneration Strategy A Foundation for Success](#)

The strategy recognises that inequality and poverty has a big impact on people's lives and that economic growth should not be perceived in isolation'. Some of the work that the Supporting People programme focuses on, is to increase employability and pathways into work by ensuring that services are coordinated, reduce worklessness, and improve resilience through the development of the Foundational Economy and reducing the number of people living in disadvantaged communities by tackling inequalities.

Whilst there are different routes to transformation the strategy recognises how important our Foundational Economy is. The 'Foundational Economy' is an official name for business activities that we use every day and see all around us, such as shops, social and childcare and food industries, energy, and housing. It is important this is not overlooked in partnership plans to regenerate the area because these sectors generally represent 40% of the labour market across the UK and make a substantial contribution to South Wales and Caerphilly county borough.

Regional 'Skills for the Future' CCRCD project

A significant growth in skills shortage vacancies is forecast in key sectors (for example manufacturing, financial and construction) and in digital skills in almost all sectors. Furthermore, employer surveys have cited untapped recruitment potential in the private sector, particularly amongst small and medium-term enterprises, (SME's) and reasons are wide ranging. SMEs are particularly significant to the regional economy as they make up about 95% of companies and are the biggest creator of jobs but at this time many face skills gaps and are experiencing recruitment issues. Increasing the number of apprenticeships and graduates is perceived as a challenge. There is also a lack of awareness of what is on offer and as we noted in our Education Objective, there are less students studying in areas such as engineering and digital skills. Surveys of SME's showed 71% would be interested in hiring apprentices with some additional support.

Graduate migration patterns routinely show low pay as a factor that causes graduates to leave Wales and cite the lack of opportunity to get well paid jobs in the private sector, which is causing an over reliance on the public sector. The 'Skills for the Future' project looks to pilot a range of activities (building on existing practice) to include: a business and skills brokerage service, school engagement, access to apprenticeship and graduate internships, plus additional support, and incentives for SME's, to increase the number and range of employment opportunities and greater alignment between the skills of the labour market and the skills needed by industry.

The Growth and Competitiveness Commission made recommendations that the Learning Skills and Innovation Partnership known as LSKIP (of which we are a member) under the umbrella of the proposed Employment and Skills Board could look to co-ordinate the current funding streams to invest in skills that support people from all ages into work. This is important because existing workforces need upskilling, so workers of today are included in future proofing the economy.

In 2019, the Cardiff Capital Regional Skills Partnership adopted its Employment and Skills Plan. This sets a clear vision of the future skills needs of the City Region and the activities that regional partners need to deliver to achieve this. Learning lessons from the EU programmes, the LA cluster group has developed a proposed framework for a new employment programme on behalf of the Regional Skills Partnership which would create a system based on coordination not competition; a system based on flexibility and responsiveness to structural changes in the regional labour market; a system aligned to the priority sectors with distinct employability pathways into each one. It is proposed that

this will form the basis of an employability project proposal for submission to the levelling up fund.

How we used the '5 ways of working' to review this Well-being Objective?

Involvement - Those involved in the achievement of this objective are many and diverse, from our WHQS contractors, to the Job Centre and the Department of Work and Pensions who refer people to us for our 'triage service' so we can find the best programme of help. Employment Managers meet with representatives from other European Social Fund programmes and also from other authorities across the Cardiff Capital Region to ensure collaborative working. Via the Business Liaison Officer, we also engage with a broad range of employers across the County Borough, engaging them as a means of identifying opportunities and supporting them to meet their labour needs by helping people into sustainable jobs.

Long Term -The objective is over 4-5 years but the benefits for upskilling and enabling people into sustainable and well-paid jobs has a clear link to improving quality of life and lifting people out of poverty. This begins with education such as literacy and numeracy and moves on through a range of experiences and skills to become work ready. An area that presents a barrier to the long-term planning is the life cycle of grant funding which is funded on a yearly basis. This means it can be unclear if the funding will be available after that time and often learning and training needs to take place over a longer period (2-3 years). Changes to the period of government funding would enable better planning to take place to support this way of working. The impending cessation of the European Social Fund in 2023 also presents further threats to employment support, with regard to those programmes (including Communities for Work) that are funded via this stream.

Collaborate – This objective cannot be achieved in isolation as it deals with the complexity of human nature, quality of life and wider economic determinants from a national and local level. The City Deal is a multi-partnership programme which has a learning and skills subgroup that aims to make sure the local current employment programmes connect to the wider needs which are recognised as 'growth areas' in business. this objective is built on the principle of collaborating.

Integration – In identifying this objective we have considered how this would support other organisations objectives and we found there is a significant benefit to other organisations objectives, such as the Job Centre and DWP whose purpose is to enable people into employment. At a local level if there is more money going into the economy this supports local business. From a health perspective a satisfactory job and contribution to society have been shown to provide positive benefits in improving and sustaining good mental health which can reduce the need for mental health services.

Prevention – The complexity of the problem we are trying to solve requires a long term and multi partnership approach, from helping young people in early years to education attainment and skills for adults such as digital skills, using our purchasing power and business contracts to promote apprenticeships, understanding the issues of planning at a town and county borough level to stimulate business growth, and to make sure we are joining up with relevant programmes like the Cardiff Capital Region City Deal.

What steps will we take to achieve this Well-being Objective?

Below we highlight some of the main actions that we will take over this time to meet the outcomes and deliver on this objective

Steps to deliver the outcomes	By When (2018-2023)
Outcome 1 - Aim to reduce the impact of poverty by supporting people into better employment prospects Outcome 2 -Meet the targets of the European Social Fund programmes of getting people skilled and into work	
To continue with all European Social Funded Employment Programmes to meet the targets of sustainable employment.	2023
Deliver on the actions in the 'Foundation for Success' Strategy which identifies actions, from small scale projects through to major complex programmes	2018-2023
Implement the Caerphilly Academy Pilot and Kickstart Scheme to develop placement, apprenticeship, and employment opportunities within the council.	March 2022
Outcome 3 - The Council will use the value of its third party spend to bring greater social and economic regeneration to the communities we serve	
Implementation of the Council Social Value Policy	July 2021
Publicise and raise awareness of our 'Social Value Policy and associated Objectives' to ensure that our employees, suppliers, service providers and contractors are clear about what we want them to deliver."	July 21 onwards
Implementation of the Themes, Outcomes & Measures (TOMs) framework as an effective mechanism to support the promotion of local skills, employment, and training	Started, ongoing
Outcome 4 - Use investment in new and existing Caerphilly Homes to deliver social value outcomes designed to tackle poverty and worklessness by providing sustainable, quality employment opportunities, apprenticeships, training and work placements within our in-house workforce and supply chain partners	
Use investment in new and existing Caerphilly Homes to deliver social value outcomes designed to tackle poverty and worklessness, Create apprenticeships and work placements in the Housing Repair Operations team linked to succession planning and skill gap practices	Annually recurring until 2023
Create apprenticeships, employment opportunities and work placements linked to the Caerphilly Homes new build programme.	Annually recurring until 2023
Outcome 5 - Ensuring local delivery of work programmes aligns and maximises opportunities from the 'City Deal'	
To agree to the principle of a) Creation of regional Housing Investment Fund that will help to support work for the small and medium size building sector. b) Agree the principle of a Custom Build scheme, Plot Shop. Once principles are agreed full business cases and governance arrangements would then be implemented	Part of City deal timelines
To agree as part of the CCRCD partnership the allocation of development funding to pilot a range of proposals for the 'Skills for Future' fund.	Part of City deal timelines

Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

A Prosperous Wales develops a skilled and well-educated population. We need our young people and adults to have greater vocational or non-vocational skills to have better paid jobs and job satisfaction that contribute to the community leading to a better quality of life. This connects to our objective on transport and accessibility. An important part of employment is good transport infrastructure and links to provide easier access to well-paid and sustainable jobs. This work is about helping all young people (and adults) reach their potential and so underpins a more **Equal** and **Healthier** Wales. Employment both locally and as part of the regional plans through a wide range of support maximises contribution towards a **Globally Responsible** Wales



How we will resource this Well-being Objective

There are no changes to resources from the European Social Fund as this is in place until end of the Corporate Plan time scales. Communities for Work plus funding is currently due to end March 2022 however we are waiting on further guidance from Welsh Government and any possible continuation of funding. Beyond 2023 employment funding is uncertain and alternatives would need to be sourced.

The following table outlines funding for the current (2021-22) delivery year, alongside total funding to date and expected funding end dates for each programme.

Programme		Overall Award to Date	Annual Allocation (2021-22)	Funded Until
Communities for Work	P1	£2,410,025	£371,822	31/12/22 (Delivery to end 30/06/22)
	P3	£1,478,606	£231,188	However, anticipating possible further extension to 31/03/2023 (to be confirmed)
Communities for Work +		£3,313,762	£819,003	31/03/2022
<i>Communities for Work + Additional Fund</i>		£604,360	£412,399	31/03/2022
Bridges into Work 2		£2,537,457	£364,380	31/12/2022 (Delivery to end 30/09/22)
Inspire 2 Work		£1,553,816	£281,636	31/12/2022 (Delivery to end 30/09/22)
Working Skills for Adults 2		£949,984	£142,680	31/12/2022 (Delivery to end 30/09/22)
Nurture, Equip & Thrive		£780,405	£182,792	31/12/2022 (Delivery to end 30/09/22)
Totals across all programmes		£13,628,415	£2,805,900	

The Cardiff Capital Region City Deal is a £1.2 billion programme which has a range of allocations towards the various potential projects. The Skills for the Future project has a provisional development allocation of £2,247, 882 if agreed in principle.

We have formally engaged with [Social Value Portal](#) to act as our social value and procurement measurement partner. You can find out more about this from the report on our website and noted below:

[SOCIAL VALUE POLICY AND THE ADOPTION OF THE THEMES - Cabinet - 7th July 2021](#)

When will the objective be completed?

This objective will be ongoing as part of a whole county borough partnership approach. Many of the wider regeneration actions are based on projects that are judged at this time by completion of milestones and the effectiveness of them will need to be evaluated. However, we will consider success when:

- We have virtually all pupils in education, employment, or training.
- Employability targets (as given for the Bridges2 work and Inspire programme in the Education Objective are met or exceeded).
- Employability targets for the Communities for Work programme are met or exceeded

Evidence linked to the Outcomes
Outcome 1 - Aim to reduce the impact of poverty by supporting people into better employment prospects.
Employability aims for the Communities for Work Plus programme are met or exceeded, as follows: Targets (2021/22) Engagements: 495 Job Entries: 275
Support 10 people into paid placements/opportunities via Caerphilly Academy/Kickstart programmes
Outcome 2 - Meet the targets of the European Social Fund programmes of getting people skilled and into work
Employability aims for the Communities for Work (ESF) programme are met or exceeded: Economically Inactive or Long Term unemployed (2021/22)144 Reduce the number of young people not in employment, education, or training (16-24 years) 96 (*Targets beyond end March 2022 not yet confirmed)
Outcome 3 - The Council will use the value of its third party spend to bring greater social and economic regeneration to the communities we serve.
We will measure and monitor by using the Themes, outcomes, and measurement (TOMS) framework. We plan to use social value to be included and measured in conjunction with our existing and future contract opportunity pipelines

Outcome 4 - Use investment in new and existing Caerphilly Homes to deliver social value outcomes designed to tackle poverty and worklessness
WHQS - The number of apprenticeships, work placements and employment opportunities provided
Increase the number of people engaging in employment / voluntary work, from the Supporting People programme.
Outcome 5 - Ensuring local delivery of work programmes aligns and maximises opportunities from the Cardiff Capital Region City Deal
Increase the number of people engaging in employment / voluntary work, from the Supporting People programme.

General Well-being Indicators	Source of Data
Percentage of people in employment.	Annual Population Survey
Percentage of people in education, employment or training, measured for different age groups	Welsh Government Measures of Participation
Percentage of people living in households in material deprivation.	National Survey of Wales
Percentage of people living in households in income poverty relative to the UK median, measured for children, working age and those of pension age.	DWP

3. Address the availability, condition, and sustainability of homes throughout the count borough and provide advice, assistance, or support to help improve people's well-being



*Councillor Mrs Lisa Phipps,
Cabinet Member for Housing*



Outcomes

- 1a) All council housing is improved to meet the Welsh Housing Quality Standard by 2021.
- 1b) Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (December 2020).
2. Increase the provision of new, affordable, social housing that meet the 'Lifetime Homes' principles and identified needs, whilst supporting the governments' innovative housing programme.
3. Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes.
4. Increase the supply of housing by supporting opportunities to bring long- term, empty homes in the private sector back into use.
5. Tackle the determinants of poor health and wellbeing by improving housing conditions in the private sector.
6. Prevent homelessness and tackle rough sleeping.
7. Sustaining tenancies by providing a range of housing related services.
8. Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes.

3. Address the availability, condition, and sustainability of homes throughout the county borough and provide advice, assistance, or support to help improve people's Well-being

Well-being Statement

All statistical information in this paragraph has been accessed from Info Base Cymru and relates to Caerphilly county borough, unless specified otherwise.

There are 78,714 dwellings in the county borough (Mar 2016) – 13.8% local authority, 4.9% housing association 71.1% owner-occupied and 10.3% privately rented. 36% of housing is terraced, which is above the all-Wales average. Average house prices have increased by £9,506 since September 2016 to £130,651 in September 2017. The average weekly gross pay for full time workers is £488.80, below the all-Wales average of £505.90. The percentage of working age people who are benefit claimants is 17.3%, higher than the all-Wales average of 14.4%. Life expectancy for males (77.8) and females (81.2) is below the all-Wales average (males 78.4 and females 82.3). In 2016, there were 10.0 deaths per 1,000 residents, compared with 10.6 for Wales. The percentage of adults reported in the Welsh Health Survey as being currently treated for a mental illness was 16%, compared to 13% for Wales.

The issues we are trying to address through this objective are complex and multifaceted and cannot be addressed through one single action. In this next section we outline, in turn, why we have chosen each outcome to realise the objective:

1a. All council housing is improved to meet the Welsh Housing Quality Standard (WHQS) by 2020 & 1b) Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (Post-December 2020).

Research has consistently demonstrated a strong link between housing, health, and well-being. Investment in the housing stock will allow the council to contribute to the health and well-being of the tenants, whilst fulfilling its statutory requirements. The council has a housing stock of 10,805 properties comprising approximately 13,000 tenants and is investing approximately £220m in bringing all homes up to the Welsh Housing Quality Standard by 2020 (deadline extended to December 2021 by Welsh Government due to the pandemic). The investment in the stock will contribute to our aim of improving homes, lives, and communities.

2. Increase the provision of new, affordable, social housing to meet identified needs whilst also supporting the government's innovative housing programme

Both the 2015 and 2018 local housing market assessments showed a requirement for affordable housing in the county borough by property type and size and area. It showed that by far the largest requirement was for general needs, single person accommodation. As of January 2021, over 6,000 households are currently on the common housing register waiting to be rehoused. The overall demand for affordable housing currently outstrips supply. Funding from Welsh Government allows us to partially address identified needs, in partnership with the housing associations, through the housing development programme. Welsh Government has acknowledged the need to increase the number of affordable homes built in Wales to meet housing needs and has a target of 20,000 over its term of office.

It has ring-fenced funding under the innovative housing programme to develop homes for the future that are cheaper to heat, more environmentally friendly and capable of responding to demographic change the funding allows house builders, housing associations and local authorities to explore new ways of working to build homes more quickly and more sustainable. To date, two housing associations have received innovative housing funding to develop one scheme each in the county borough. Welsh Government have also made funding available under the Shared Ownership / Rent to Own model as well as Health and Housing model, designed to address the needs of older persons, children with complex needs, carers, persons with learning difficulties and dementia.

Lifetime Homes is a set of standards that are required by Welsh Government when homes are built. They are designed within the principles of inclusivity, accessibility, adaptability, sustainability, and good value. This means for example wider doorways, sockets at wheelchair height and particular attention to the way movement would circulate in hallways and stairs. It is based on a principle of 'cradle to grave' so homes can adapt to accommodate changing needs which means people do not have to be moved when life changes occur.

In the longer term the Cardiff Capital Region Joint Cabinet (CCRJC) are looking at agreeing a set of principles for a potential 'Regional Housing Investment Fund'. The CCRJC recognise that across the region we need more homes to be built and that finance can be a barrier particularly for small and medium-term builders. A flexible fund could support builders ranging from housing sites that may have stalled, to funding development of brownfield sites as this could help make builds more viable.

If the principles of a 'flexible fund' are agreed, the CCRJC would explore working with Welsh Government and the Development Bank for Wales for ways to progress a 'Housing Investment Fund'. As a new idea and a long-term aspiration this could come to fruition out of the time frames of this plan, however in adopting a greater forward-thinking approach we recognise the power of this regional approach in supporting achievement of this outcome.

The Council, working in partnership with two housing associations, has been successful in applying for funding from the CCR to bring forward two sites in the borough for housing development that without this funding may have never happened. The Council is on a reserve list for funding for a third site, which is in its ownership.

3. Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes

Adaptations are provided to enable a disabled person to live safely and independently in their own home. A suitable home also promotes good health and well-being. Providing adaptations can reduce costs associated with social and health care. Meeting the needs of disabled people complies with the council's duties under the Equality Act 2010. Welsh Government estimates show that for every £1 spent on housing adaptations a £7.50 saving is created for health and social services. There is a lack of suitable housing in the county borough to meet the needs of disabled people and, as a result, disabled people may live in unsuitable accommodation.

Accessible housing contributes to the health and well-being of the disabled person and their carers and promotes independence. It also can reduce costs associated with social care for example through timely housing adaptation which can reduce admissions to residential care. Accessible housing is not only being created within new housing developments, but also as a result of significant investment in adaptations to existing properties across all tenures to ensure that these properties are best used for those in need.

4. Increase the supply of housing by supporting opportunities to bring long-term, empty homes in the private sector back into use

There are over 1,441 privately owned properties in the county borough that, for a variety of reasons, have been empty for longer than 6 months (Mar 2021). Whilst a healthy functioning housing market will include a proportion of vacant dwellings, empty properties are a wasted resource for both the owner and households seeking housing. If left vacant and unmaintained the physical condition can deteriorate and the property may become a nuisance for people living in the locality. Returning long-term empty properties into use can increase the supply of housing and lift the visual appearance of an area. Welsh Government has a target of returning 5,000 long-term empty properties in the private sector back into beneficial use during its current term in office.

5. Tackle the determinants of poor health and wellbeing by improving housing conditions in the private sector.

Nearly 70% of all housing in the county borough is owner-occupied and the size of the private rented sector in the county borough has doubled between the last two Censuses (from 4.3% to 10.7%). The sector provides homes for many people and is predicted to grow larger than the social rented sector by 2020. The condition of housing and the quality of management in the sector varies considerably, something which is being addressed by the introduction of new legislation, Rent Smart Wales, and the council's statutory enforcement function. The development of a vibrant private rented sector provides options to meet people's housing needs and contributes towards the successful delivery of council's homelessness prevention function. Good quality housing also contributes to good health and well-being. The type and quality of the housing in the sector varies from traditional terraced housing to new private developments. Many households do not have sufficient income to maintain their home when it falls into disrepair and could be living in conditions, which are detrimental to their safety, health, and well-being. Housing in disrepair can also have a negative visual and anti-social impact on communities in which they are situated. Various support measures are required to provide owners with affordable options for improving their properties.

6. Prevent homelessness and tackle rough sleeping

Homelessness is detrimental to both physical and mental health. Being homeless can increase a person's chances of substance misuse or experiencing physical or mental health problems. The law on homelessness changed in April 2015 requiring local authorities to adopt a more preventative approach. Since this change the number of people in the county borough requiring assistance with their homelessness situation or known to be sleeping rough has increased, despite the additional services we have put in place. Relieving homelessness and the need to sleep rough will reduce costs to the council, the criminal justice system, and the health service.

7. Sustaining tenancies by providing a range of housing related services.

Research has shown that the incidence of poor mental health is higher for social housing tenants than homeowners. Social landlords in the county borough have noted an increasing number of new tenants with a mental health condition requiring support to maintain their tenancy. Providing housing related support can help promote health and well-being, and prevent the tenancy from failing, which could result in homelessness or admission to hospital. This could reduce costs associated with void properties, homelessness, social care, and health.

The Welfare Reform Act 2012 brought about wholesale reform of the benefits system. Reforms include capping the amount of benefits households may receive, the so-called 'bedroom tax' affecting social housing tenants and Universal Credit, which combines several benefits into one payment, paid monthly. The effects of the reforms have been that many households have had their income reduced and may be struggling to pay their bills, eat healthily or adequately heat their homes. A very high percentage of council housing tenants are benefit dependent and have been affected by the changes. Providing support to tenants to mitigate the impact by helping to maximise income and budget effectively will help to sustain tenancies and contribute to the health and well-being of those affected by the reforms. The Supporting People programme currently supports approx. 5,000 people to help them remain independent and in their own home with support on a range of areas such as budgeting, maximising income, access to services and finding work.

8. Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes

Fuel poverty affects people on low incomes who are unable to adequately afford to heat their homes. People in fuel poverty will be more susceptible to poor health and well-being. Rising energy costs mean that more people will be at risk of fuel poverty. Many households in the county borough are on low incomes and may be struggling to adequately heat their homes. Providing advice to people on how best to heat their homes, making homes more energy efficient, including the development of new energy efficient homes, and the use of new technologies can help to reduce the overall level of fuel poverty in the county borough.

How we used the '5 ways of working' to review this Well-being objective

Involvement – Given that a range of outcomes make up this objective, it is likely that there will be different groups associated with different outcomes. In order to ensure the outcomes are successful we will involve a wide range of people including homeowners, private rented sector and council tenants, tenants and residents' associations, Caerphilly Homes Task Group, private sector landlords, public sector bodies, housing associations and third sector organisations. The Supporting People programme commissions over 36 providers (such as Gofal, Homestart and Llamau) and runs approximately 86 projects and schemes. This involves many partners in helping people with a wide range of needs.

Collaborate – In order to facilitate successful outcomes, we will collaborate with a range of different organisations and people. These include Welsh Government, Rent Smart Wales, internally with other departments, regionally with other local authorities, building contractors, housing associations, third sector organisations, local churches, private sector landlords, empty property owners and Credit Unions. We acknowledge that the constraint on public sector finances means that this is an area we will want to do more of to share resources and achieve joint outcomes. For example, we commission the Citizens Advice Bureau to help people to become ‘confident with cash’ which support the long term for their quality of life and acknowledges the early prevention element of managing debt.

Long term – Housing is a long-term social need and, therefore, the housing and services we provide are set within this context. The outcomes we are attempting to achieve in the short to medium term will ensure that housing is sustainable (cost, quantity, quality, condition, and suitability) for people to occupy over the longer term, whilst minimising the effects on the environment and contributing to the health and well-being of our communities. Support for longer term solutions may be in part come from the City Deal and in particular the potential ‘Housing Investment Fund’.

Integration – Given that the provision of good quality housing is central to the good health and Well-being of the population, it is likely that this objective will impact on the successful outcome of other bodies’ objectives. The provision of good quality housing is, therefore, likely to have a positive impact on the budgets and priorities of other public bodies such as the local health board.

Prevention – Preventing people from becoming homeless by providing access to good quality accommodation and related services, creating communities that are sustainable and resilient, all impact positively on health and well-being. The part of the objective that concentrates on improving homes (WHQS) will also help to tackle local unemployment and is detailed in our Employment Objective. Lifetime Homes takes a ‘cradle to grave’ look at design of homes so is ‘prevention in action’.

The aim of improving lives and communities with an improved look and feel of the environment can help to prevent anti-social behaviour when people have pride in where they live. The provision of specialist accommodation and adaptations for disabled people links closely to Health Services prevention agenda by reducing the need for hospital admissions / residential care placements.

We run a Welsh Government funded ‘Supporting People’ programme which was introduced in 2003. This service supports everyone to prevent homelessness and provides a wide range of housing related support for anyone who is homeless or potentially homeless. Every service that is offered is based on the principle of prevention, from money advice to helping complete benefit forms, to providing support for women fleeing domestic violence to name just a few.

What steps will we take to achieve this Well-being Objective?

Steps to deliver the outcomes	By When (2018-2023)
<p>Outcome - 1a All council housing is improved to meet the WHQS by 2020 (extended to Dec 2021 due to the pandemic)</p> <p>Outcome 1b - Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (December 2020).</p>	
<p>Develop a WHQS housing strategy.</p>	2018
<ul style="list-style-type: none"> • Deliver the annual capital investment programme for both internal and external works. • Ensure compliance with Charter for Trust standards. • Comply with Part 6 of the WHQS by undertaking environmental improvements to make communities attractive and safe and Part 7 by undertaking adaptations where a need is identified. • 1b - Agree a planned maintenance programme to ensure the WHQ Standard is maintained for the future post 2020. 	<p>Annually recurring to 2021</p> <p>New target date of 2021 introduced by WG due to the pandemic. 2021</p>
<p>Outcome 2 - Increase the provision of new, affordable, social housing that meet the 'Lifetime Homes' principles and identified needs, whilst supporting the governments' innovative housing programme.</p>	
<p>Produce a Housing Strategy which provides a framework for the provision of housing and related support.</p>	2018/19
<p>Complete the Local Housing Market Assessment which will identify the number, type and location of homes required and will help look at solutions.</p>	2017/18 then every 2 years
<p>Produce and submit quarterly to Welsh Government the programme delivery plan, based on the evidence of housing need.</p>	Every year
<p>Obtain a decision by the Council in support of the development of new affordable homes.</p>	2018
<p>Start on site for innovative housing programme – Phase 2:</p> <ul style="list-style-type: none"> • Develop 38 units to Passivhaus standard at the former Caerphilly Magistrate's Court (Linc Cymru) • Develop 17 units to Passivhaus standard at the former Cwm Ifor primary school (United Welsh). 	2021/22
<p>Outcome 3 - Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes</p>	
<ul style="list-style-type: none"> • Provide appropriate minor works of adaptation across all tenures by expenditure of the available Social Services budget. • Provide appropriate major works of adaptation in public and private sector housing via the spending of available capital funding and Welsh Government ENABLE funding. 	2018 - 2023

<ul style="list-style-type: none"> • The provision of discretionary relocation grants in cases where the existing property is not suitable to adapt to meet the needs of the disabled resident. • Continued partnership working with Care and Repair enabling the elderly and infirm to receive additional assistance via a range of initiatives including the Rapid Response Adaptations Programme and Independent Living Grant. • Complete the ongoing categorisation exercise to identify accessibility levels of the social housing stock owned by the council and its partner landlords. • Develop enhancements to the common housing register in relation to the medical coding of properties available for social rent via both our own stock and that belonging to our partner landlords. • Improve accessibility of current stock that lends itself to meeting demand for accessible housing. • Work with housing association partners and the occupational therapist (housing) to deliver accessible housing 	
<p>Outcome 4 - Increase the supply of housing by supporting opportunities to bring long-term, empty homes in the private sector back into use</p>	
<ul style="list-style-type: none"> • Providing assistance to support bringing long-term empty homes in the private sector back into beneficial use including use of loans. • Engagement and enforcement action against owners of long-term empty homes in the private sector, where appropriate, in order to return them into beneficial use. • Targeting the owners of empty properties with ad hoc initiatives such as letter drops and private sector leasing. • Develop an empty homes strategy which sets out the Council's priorities from bringing long-term empty properties back into beneficial use. • Produce an Empty Properties Action Plan and submit to Welsh Government. 	<p>As and when need arises</p> <p>31/03/22</p> <p>2022/23</p>
<p>Outcome 5 - Tackle the determinants of poor health and wellbeing by improving housing conditions in the private sector</p>	
<ul style="list-style-type: none"> • Provide assistance to and raise awareness of private sector landlords as to the availability of assistance, via the Arbed scheme and other grant funded energy initiatives. • To install external wall insulation and associated measures, boiler replacement and loft insulation if required. • Administering assistance to homeowners via loans and grant aid. • Working in partnership with credit unions to ensure loans for homeowners are affordable. • Administering financial assistance to landlords via loans and conversion grants. • Enforcement of housing legislation to ensure minimum standards are met in the private rented sector both in properties in single and multiple occupations, including repair, prohibition, and demolition, where appropriate. • Working in partnership with Rent Smart Wales to drive up standards in the private rented sector. 	<p>Annually recurring</p>

Outcome 6 - Prevent homelessness and tackle rough sleeping	
Provide tenants with floating support to assist with tenancy sustainment.	Ongoing
Draft a new local authority Homeless Strategy referencing agreed Gwent Partnership elements.	December 2021
Work with our partners to ensure we are able to offer a 'Housing First' model to reduce the level of homelessness for people who are unable to maintain tenancies due to mental health, substance misuse or chaotic lifestyles.	2023
Maximise the successful discharge of our statutory Homeless duties under the Housing Wales Act 2015 by discharging into PRS accommodation. In order to support us in achieving this review our marketing strategy for Caerphilly Keys to allow us to expand our landlord and property portfolio.	2021/22
Given changes to legislation and the directive that no one will be left without accommodation start to review and plan for more sustainable models of emergency accommodation that meet all presenting needs and is inclusive of everyone.	Ongoing
Adopt a Rapid Re- Housing strategy and ensure that our Common Allocations Policy is reflective of this to reduce the time spent in emergency accommodation to prevent accommodation breakdown, repeat presentations and relapses into substance misuse or offending.	2023
Outcome 7, Sustaining tenancies by providing a range of housing related services.	
As part of the review our housing management policies and procedures take into consideration of mental health issues.	On going
<ul style="list-style-type: none"> • Provide help to tenants to enable them to budget effectively, to claim the correct welfare benefits and to mitigate the consequences of welfare reforms. • Refer tenants in need of money and debt advice to the right agencies. • Provide advice to tenants on energy usage and other measures to help save money. 	Annually recurring
Review the rent arrears recovery process and operational procedures to ensure that they are proactive, and person centered, encourage early engagement, and contribute to reducing financial hardship.	2022/23
Maximise the take up of housing related and non-housing related Welfare Benefits by eligible Council tenants.	Ongoing
Introduce community-based housing surgeries to improve tenants' access to services	2021/23
In addition to providing services in house, continue to commission specific agencies to assist those with benefit claims and appeals including Employment Support Allowance and Personal Independence Payment.	2018 - 2023

Outcome 8, 8. Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes	
Submit bids for energy efficiency initiative funding opportunities to facilitate energy efficiency improvements in the private and public sector.	Ongoing
Identify and engage with landlords who are not compliant with the minimum energy efficiency standard (MEES) to raise awareness of and increase compliance with the MEES Regulations	2022/23
Provide advice to landlords, tenants and residents on energy efficiency standards, energy saving measures and energy usage and installations	Ongoing

Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

This objective is wide ranging and multifaceted. We know that the provision of good quality housing and related services has positive health and well-being outcomes, provides a safe and secure place to live, promotes vibrant and sustainable communities, provides employment and training opportunities, and minimises the impact on the environment.

Achievement of this objective supports education improvement because good homes and neighbourhood conditions can help young people to achieve. Reduced exposure to traffic, noise and air pollution and designing homes with minimum energy needs (water, fuel) contributes to a **Healthier Wales** and one of **Cohesive Communities**. Housing can be designed so people can be physically active in their homes and research shows there are links between housing issues and physical and mental well-being, particularly linked to poverty, which is recognised within the Welsh Government's 'Prosperity for All' National Strategy 2017 as housing is one of the strategy's priority areas. We have identified that the successful accomplishment of this objective maximises contribution to all the **7** National Well-being Goals.



How we will resource this Well-being Objective

We will resource our actions using a range of different funding sources some of which are noted below:

- WHQS investment programme using rent paid by our tenants, monies from Welsh Government (Major Repairs Allowance), prudential borrowing and any other income we may receive.
- Providing apprenticeship places, employment opportunities and work placements using the Housing Revenue Account and WHQS funding.
- Affordable housing development using Social Housing Grant funding from Welsh Government (capital and revenue) and private funding accessed by the housing associations.
- Piloting the build of energy efficient, sustainable homes using Innovative Housing Programme funding bids from Welsh Government and private funding accessed by housing associations.
- Providing adaptations using Welsh Government and Council funding (General Fund and Housing Revenue Account).
- Improving conditions in the private rented and owner-occupied sectors using funding from Welsh Government and the Council (General Fund).
- Supporting the return to use of long-term empty properties in the private rented sector using funding from Welsh Government and the Council (General Fund).
- Preventing homelessness and tackling rough sleeping using transitional funding from Welsh Government and Council funding (General Fund).
- Supporting People Programme is funded by Welsh Government grant £8,435,365.71 and provides support to tenants using funding from the Housing Revenue Account and the Supporting People programme.
- Training will be provided to existing staff on safeguarding, mental health, energy efficiency and financial management
- Support will be provided to residents by using existing staff including tenant liaison officers, tenant support officers, liaison officers and estate management officers.
- Reducing fuel poverty by raising awareness of and using energy efficiency grant funding from Welsh Government, WHQS funding and external sources of funding, for example energy companies.

There are a number of challenges, varying in size and complexity, which may affect the successful outcome of this objective. Many of these challenges the Council has little or no influence over.

The main challenges include national economic, welfare and housing policy frameworks (Welsh and UK Government), demographic changes, staff capacity to priorities existing tasks and take on new tasks, the requirement to satisfy the Council's Medium-Term Financial Plan principles and in-house expertise to make best use of exploring new and emerging technologies.

When will the objective be completed?

Developing sustainable housing and housing related services is an ongoing journey and, although, methods and government policy may change, the cause and effect on well-being within housing does not have an end date. However, over the next 5 years we will have made significant progress when the following actions have been successfully completed:

In addition to monitoring success of projects we will use the following performance indicators to measure how we are performing. For some of the indicators we are unable to set targets as performance is linked to the demand or use of a service.

We will regularly monitor performance to ensure that we stay on course to meet the desired outcomes.

Evidence linked to the Outcomes
Outcome 1a) - All council housing is improved to meet the Welsh Housing Quality Standard by 2020 (now extended). Outcome 1b) - Implement an asset management strategy to maintain the condition of the housing stock following WHQS attainment (December 2020).
The percentage of tenants whose homes have been improved internally who are satisfied with completed WHQS works.
The percentage of tenants whose homes have been improved externally who are satisfied with completed WHQS works
No. of homes compliant with WHQS (fully, external, and internal elements)
Outcome 2 - Increase the provision of new, affordable, social housing that meet the 'Lifetime Homes' principles and identified needs, whilst supporting the governments' innovative housing programme. Outcome 7 - Sustaining tenancies by providing a range of housing related services. Outcome 8 - Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes.
(a) Amount of additional income generated for people by Housing Support Grant (HSG) funded projects (b) Amount of debt reduced by Housing Support Grant (HSG) funded projects project
Number of people supported to prevent homelessness via floating support / Supported Accommodation
Number of people supported with a positive outcome (reason for leaving)
Average % of cases supported to improve their homelessness status within a 12-month period

Outcome 3 - Deliver adaptations to support the health and well-being of people in their homes and maximise the delivery and appropriate use of accessible homes.
Increased number/size/type of new, affordable homes delivered through the housing associations or the Council, including how the home was delivered - e.g. via IHP etc.
The number of homes delivered through the Innovative Housing Programme
Outcome 4 - Increase the supply of housing by supporting opportunities to bring long-term, empty homes in the private sector back into use.
Increase the percentage of social housing stock that has an accessibility code
Number of accessible, new build social homes provided. (a1,a2,b1 highly accessible categories)
The number of adaptations provided (Enable, major and minor works)
Outcome 5 - Tackle the determinants of poor health and wellbeing by improving housing conditions in the private sector.
Outcome 6 - Prevent homelessness and tackle rough sleeping.
The number of grants/loans provided to improve housing in the private sector (e.g. Houses into Homes, Home Improvement loans, conversion grants, Home Repair grants and HMO loans)
Outcome 6 - Prevent homelessness and tackle rough sleeping.
The percentage of long-term private sector empty homes brought back into beneficial use (that had been unoccupied for more than 6 months) due to direct action from CCBC.
Percentage of households who have had homelessness prevented. (Section 66)
Percentage of households who have had their risk of homelessness relieved by providing alternative accommodation. (Section 73)
Percentage of households determined as unintentionally homeless, in priority need and eligible for assistance (Section 75)
The number of mortgage rescue cases completed
Outcome 7 - Sustaining tenancies by providing a range of housing related services.
Number of council tenants visited and provided with support and advice to help mitigate the effects of welfare reform
Number of council tenants supported to access the benefits they are entitled to
Outcome 7 - Sustaining tenancies by providing a range of housing related services. Outcome 8 - Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes.
Value of financial savings (£) generated for council tenants as a direct result of support
Outcome 8 - Help reduce fuel poverty by making homes more energy efficient and providing people with advice on how best to heat their homes.
Number of council tenants visited and provided with advice regarding energy saving measures and energy use
Number of council properties provided with energy efficiency measures because of external grant funding.
The amount of external funding (£) accessed by the council for home energy efficiency improvements <u>in council homes</u> .
The number of residents referred to the Nest scheme for energy efficiency advice

For context we will also review the National indicators for Wales below as part of this overall objective.

General Well-being Indicators	Source of Data
Percentage of dwellings which are free from hazards	Annual Housing Hazards and Licences data collection.

4. Promote a modern, integrated, and sustainable transport system that increases opportunity, promotes prosperity and minimises the adverse impacts on the environment



Councillor James Pritchard, Deputy Leader and Cabinet Member for Infrastructure and Property



Outcomes

1. Work with the delivery of the South East Wales Metro, aiming for the Valley Lines Electrification programme as part of the delivery of the wider South East Wales Metro scheme.
2. Develop the CCBC Regeneration Strategy and Delivery Plan with connectivity at its heart, promoting accessibility, the Metro and digital and Broadband improvements that support innovation and improves accessibility for all.
3. Promote the reinstatement of passenger services to the Nelson to Ystrad rail line under the Metro programme.
4. Promote improvements to the Caerphilly to Newport transportation network links as part of the Metro programme
5. Promote a sustainable bus network that supports accessibility and connectivity both locally and regionally through a road network that encourages efficient bus operation.
6. Maximise transport connectivity within and between modes by integrating the delivery of the Caerphilly county borough Active Travel Plan with the Metro to improve bus, rail, walking and cycling provision to increase accessibility and add value to the Metro proposals.

4. Promote a modern, integrated, and sustainable transport system that increases opportunity, promotes prosperity and minimise the adverse impacts on the environment

Well-being Statement

In 2015 there were 39,100 commuting trips outside of the county borough on a daily basis whilst there were 18,900 commuting trips into the county borough. Overall, there is net out-commute of 20,200 to jobs outside of the county borough, with the most popular destinations being Cardiff and Newport, whilst Rhondda Cynon Taff is the origin of the most in-commuting trips, closely followed by Cardiff and Blaenau Gwent. This shows that whilst the strongest commuting flows are between the county borough and Cardiff, there is also significant commuting in the Cardiff Capital Region and across the Valleys. Feedback, that came up on many occasions from community engagement events for both the Local Development Plan and the Local Well-being Assessment, was that there was a perception of limited public transport opportunities for moving from east to west within or outside the county borough, and therefore it is possible to assume that the majority of lateral journeys are undertaken by car.

Travel distance to job and training opportunities is an important factor in determining access to employment. Barriers raised by our residents in relation to public transport availability and the associated costs could exacerbate the need to use the car as the primary means of travel for employment.

The Cardiff Capital Region City Deal is providing the most important funding opportunity in South Wales' history. The City Deal aims to stimulate the local economy, and that of the wider South East Wales region, for current and future generations. The £1.2bn City Deal formally signed on 15th March 2016 by the ten constituent local authorities, Welsh Government and the Westminster Government sets out the intention to deliver 25,000 new jobs leveraging in £4 billion of private sector investment across the region.

The City Deal consists of a £500m loan from UK Government, with a similar contribution from the Welsh Government, and the remainder coming from the ten constituent local authorities in the region, including Caerphilly County Borough Council. The constituent local authorities have set up the Cardiff Capital Region Joint Cabinet, which will take the lead and will be the decision-making body tasked with delivering the City Deal.

The City Deal will provide local partners with the powers and the resources to unlock significant economic growth across the Cardiff Capital Region. It is a deal that builds on the region's sectoral strengths, its high skill base and three successful universities. The City Deal provides an opportunity to continue tackling the area's barriers to economic growth and its aims are:

- Improving transport connectivity.
- Increasing skill levels still further.
- Supporting people into work.
- Giving business the support, they need to innovate and grow.

In further detail this includes:

- **£1.2 billion investment in the Cardiff Capital Region's infrastructure** – a key priority for investment will be the delivery of the Metro, including the Valley Lines Electrification Programme.
- **Connecting the region** – the Cardiff Capital Region has established a new non-statutory Regional Transport Authority to coordinate transport planning and investment, in partnership with the Welsh Government.
- **Support for innovation and improving the digital network** – to develop the capabilities in compound Semiconductor applications the UK Government will invest £50 million to establish a new Catapult Centre in Wales. The Cardiff Capital Region will also prioritise investment in research and development and provide support for high value innovative businesses.
- **Developing a skilled workforce and tackling unemployment** – the Cardiff Capital Region Skills and Employment Board builds on existing arrangements to ensure skills and employment provision is responsive to the needs of local businesses and communities. The Cardiff Capital Region and the Welsh Government will work with the Department for Work and Pensions to co-design the future employment support from 2017, for people with a health condition or disability and/or the long term unemployed.
- **Supporting enterprise and business growth** – a Cardiff Capital Region Business Organisation will be established to ensure that there is a single voice for business to work with local authority leaders.
- **Housing development and regeneration** – the Welsh Government and the Cardiff Capital Region commit to a new partnership approach to strategic planning. This will ensure the delivery of sustainable communities, through the use and re-use of property and sites.

A key factor in achieving City Deal's ambitious economic growth objectives is increasing accessibility and connectivity throughout the City Region, linking the population to employment opportunities. The largest proportion of the City Deal budget will be used to fund the Metro, the regional public transport proposals that aim to increase connectivity throughout the region and other parts of the country and to reduce journey times, particularly to Cardiff.

At the time of the first version of this plan the Joint Cabinet of the City Region agreed to invest £40m of funding towards a new Cardiff Central railway station. As the electrification of the valley lines will see far more frequent train journeys up and down the valleys, the capacity of Cardiff Central station is crucial to the smooth running of the region and the capital city on a national basis.

The vision of the Metro is

“Metro is a new transport system that will transform the way we travel around the Cardiff Capital Region. It will provide faster, more frequent and joined-up services using trains, buses and light rail. Metro will bring benefits to passengers, link communities together and help transform the economy. It will have a positive social, economic and environmental effect. It will also shape our region's identity.”

The Metro seeks to deliver a minimum of 4 services per hour across the whole of the network through integration between trains, buses and, potentially, light rail. The Metro will integrate ticketing to provide a single ticket system and will link with the active transport network to increase connectivity to employment and other facilities and services

We recognise the important role of the bus in achieving our aspirations for a reduced carbon footprint, improved local and regional accessibility, and helping to reduce congestion. Congestion is one of the main barriers to the provision of efficient and reliable bus services and we need to address local congestion hotspots and work on a regional basis to reduce the impact that congestion has on key route corridors into key destinations to achieve faster, more direct bus services that offer a real alternative to travelling by car. The Council is taking a lead role in the installation and management of new generation ticket machines for smaller operators throughout Wales on behalf of the Welsh Government, which will provide smaller bus operators opportunities to support digital ticketing systems, contactless payment and real time information provision. This will complement the recent investment in similar infrastructure made by the larger bus operators and provide the platform that will promote integrated ticketing and information systems.

Journey time is an important factor in determining accessibility to employment by public transport. The concerns raised by our residents in relation to the provision and cost of public transport will only reinforce the use of the car as the primary mode for employment-based trips. Caerphilly County Borough Council supports the Capital Region's commitment to a low carbon future, which has a transport network and mobility culture that positively contributes to a thriving economy and the health and well-being of its citizens, and where sustainable travel is the option of choice.

Good transport is crucial in improving access to job opportunities and enhancing general well-being for local people. In order to deliver the City Deal it is essential that the region is served by a fast and efficient transport system that can link its people to employment opportunities, and services and facilities throughout the region. As a result, the Metro, the programme aimed at delivering this transport system, is included as part of the City Deal.

An essential part of the delivery of the network is its expansion, using the re-instatement of former transport routes and the creation of new ones, to provide an expanded and connected transport infrastructure for the Region. We want to protect disused rail lines from any adverse development or incompatible uses to ensure their future use for transport purposes is not comprised for future generations.

We are actively pursuing the reinstatement of public transport passenger services between two former passenger lines, the Cwmbargoed rail line between Ystrad Mynach and Bedlinog, and the Machen transport link between Caerphilly and Newport..

The Cwmbargoed line, whilst operating as a freight line for the Ffos-Y-Fran mineral extraction works, remains as the last significant rail line within the county borough that does not have passenger services. The Cwmbargoed line links Nelson to Ystrad Mynach and the services on the Rhymney Valley line. Reinstatement of this line for passenger services would facilitate movements to and from Nelson, particularly for the proposed employment uses at Ty Du. Whilst the line is identified in the Metro Phase 3, the reinstatement of this line is dependent upon the use of the line for freight as there is no appropriate provision for the passing of passenger and freight trains.

The Machen line originally ran from the eastern side of Caerphilly, through Machen to Newport Station. There were concerns regarding its reinstatement but, as part of its rail review in 2013 SEWTA, the South-East Wales Transport Authority, undertook a desktop feasibility study for the line and found that it was possible for the line to be brought back for passenger services. The reinstatement of this line is critical as it would be the first line to link east to Newport, rather than south to Cardiff, and would open the transport network wider across the region.

Our Active Travel Plan which addresses walking and cycling, is important in promoting healthier lifestyles and reducing the negative impacts of traffic upon our neighbourhoods and communities. It is Welsh Government policy to seek to maximise the use of active travel for short distance trips and improvements to walking and cycling networks should increase local accessibility to facilitate this change.

The Wales and Border rail franchise has been renewed (contracted in May 2018 and officially launched in October 2018) and the new operator is Transport for Wales (TfW). TfW was originally set up in 2016 to oversee public transport in Wales. As well as being responsible for delivering the rail services set out in the franchise, they will also be responsible for delivering the rail/light rail/tram elements of the Metro. TfW will have a significant input into the direction and nature of the Metro improvements. Key issues, such as, whether the main element of the system will be rail or light rail/tram or even bus, are still to be fully determined and the necessary certainty for planning Metro improvements is still ongoing.

At the relevant time within the process (as noted above) we will be promoting integrated train lines and ticketing. The ability for customers to travel and pay for a ticket for their whole journey irrespective of different travel companies (such as bus and rail) would provide a seamless service for travellers and has worked well in other cities.

The Capital Region suffers from increasing levels of congestion that adds significant costs onto the economy of the region and is one of the most significant barriers to efficient and reliable bus operation. Further to this the public transport network is not fit for the purpose of connecting people to employment, health, recreation, and leisure services throughout the region. City Deal and the key elements in addressing these issues, increasing connectivity and accessibility, particularly to employment opportunities, which itself is a key element in tackling social disadvantage. The provision of access to employment opportunities is, therefore, a fundamental element in improving the future prospects for the county borough residents

How we used the '5 ways of working' to review this Well-being objective?

Involve - The delivery of a modern, integrated, and sustainable transport system will involve the collaboration of a large number of bodies, including the 10 Capital-Region local authorities, both regionally and individually, the private and third sectors. Delivering a transport system that improves accessibility to employment and other services will require the involvement of a wide range of disciplines, from a wide range of bodies

Collaborate - This is multi collaborative approach as noted above between public and private sector including the successful rail franchise and bus operators along with both Welsh and Westminster Governments. Although this objective focuses on the Metro and transport it is in the wider sense about accessibility so we will be involved in the collaboration around the digital strategy as part of the Cardiff Capital Region City Deal, which is an exciting aim to become part of a world class digital connectivity which would support businesses, employment, schools at a regional and local level and has the potential to change the way we live and work. At a regional level a strategic 'dark fibre network' (DFN) which is an 'untapped resource' could be in part owned as a public asset. To be able to become an 'open city region' commonly called the 'internet of things' such as wearable technology and driverless cars would depend on the future development of the DFN.

Long term - Transport improvements will continue for at least 10 years as the City Deal is set over a 10-year period and regional planning has a 20-year framework, so the objective will be framed over the long term. Numerous activities are being taken to realise changes and improvements travel services, carbon emissions and employment opportunities. The Metro is envisaged as an evolving and expanding transport system, that will require continual investment and improvement beyond these periods, to fully realise its objectives. The Welsh Government recently published a [Wales Transport Strategy 2021](#) and the Regional Transport Plan (RTP), that the Local Authorities will be required to prepare via the new Corporate Joint Committees. Welsh Government guidance for the Regional Transport Plans is still awaited. These will set out the medium to longer-term policy and strategy transport objectives and priorities.

Integrate - The Strategic Regional Strategy is looking at how the whole region can benefit from a range of 'joined up' activity including how transport can help with economic growth and be part of wider planning of well-being benefits which will help the objectives of a wide range of public service bodies, such as Health Services. Future internet network cabling could be installed by default on all public sector infrastructure projects including the Metro which would contribute to the Welsh Government's aspirations to progress towards world class digital connectivity.

Prevention - People have told us in our range of consultations that lack of accessible transport is a real barrier to employment opportunities. The provision of an affordable, efficient, and low carbon-based transport system that seeks to minimise journey times and increase connectivity and accessibility will also help support residents in accessing better employment opportunities, contributing towards the City Deal objectives of economic growth.

What steps will we take to achieve this objective?

Steps to deliver the outcomes	By When (2018-2023)
Delivery of the South East Wales Metro, including the Valley Lines Electrification programme. Delivery of the wider South East Wales Metro scheme	Phase 2 – 2017-23 Phase 3 – post 2023
A new non statutory Regional Transport Authority is coordinating transport planning and investment, in partnership with the Welsh Government.	1st board meeting held on 25/01/18.
Place Making Project, building up 'station hubs' near metro (transport hubs) for connecting jobs to places. This is a wider regional action.	Transport for Wales 2023
At a local level Implement our vision for a new / high quality integrated transport hub that replaces the current bus and rail facilities.	2018-2023
Sign off the Regional Transport Authority Strategic Business Plan.	Signed by March 2018
Protect the routes of former rail lines from development that could prejudice their future transport use and actively promote reinstatement of former passenger services, particularly on the Cwmbargoed and Newport-Caerphilly (Machen) rail lines through the Metro programme.	Protection of routes is ongoing. Reinstatement possibly towards the end of the 15yr programme.
Improve and expand station facilities by providing improved Park & Ride, walking and cycling links to make train services more accessible. Reduce congestion and carbon emissions from existing and new rail station by increasing parking at Ystrad Mynach Station; significant new parking provision at the proposed Llanbradach Parkway Station on the Rhymney line and a new car park to complement the proposals for a new station at Crumlin on the Ebbw Valley line.	Ongoing schemes determined by bid/funding availability
Delivery of new ticket machine infrastructure based on GPS technology for the smaller bus operators in Wales. Implementation throughout Wales planned during the first half of 2018. Will provide a wider platform for real time, vehicle tracking and integrated ticket solutions (including contactless transactions) in future.	2018 for installation of basic ticketing platform. Further development dependent on funding
Develop and deliver a programme of bus priority corridors in partnership with the bus operators through measures that address the main congestion hotspots to improve reliability and reduce journey times	Phase 1: 2017/18 list of priority corridors confirmed through CCRTA; Phase 2 – 2018 – 2023 feasibility, design and delivery through CCRTA and Metro.

Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

A Prosperous Wales and a more Resilient Wales is supported by this objective as it will generate employment opportunities within a low carbon environment.

A more Equal Wales where everyone can get around and access employment or other opportunities will improve. The Metro, supported by local active travel proposals, will increase accessibility and connectivity to vital destinations such as employment opportunities and other services and facilities, which will all contribute significantly to increasing prosperity through economic growth. The Welsh Government in their 'Prosperity for All' national strategy have made skills and employability one of their priority areas, travel and access is an important way to enable the connection between jobs and people. The Welsh Government is seeking to increase the number of shorter, more local trips, that are undertaken by walking and cycling (including the use of mobility scooters), termed active travel. Active travel trips will include journeys to school, to work, to the shops or to local services such health or leisure centres. Increasing active travel will have the important additional benefits of promoting healthier lifestyles and reducing the negative impacts of traffic upon our neighbourhoods and communities. This contributes to a Healthier Wales, because the Metro programme will have a low carbon, fast and efficient transport system that increases accessibility and connectivity, linking people to employment opportunities and realised benefits of the City Deal maximises our contribution to a Globally Responsible Wales. A Wales of Cohesive Communities would benefit as this objective will ensure better connected communities through integrated transport at a local and regional level.



How we will resource this Well-being objective

This City Deal reconfirms the continued shared ambition of both Government's and the Cardiff Capital Region to deliver the first 2 phases of the wider Metro scheme. £325 million of the £1.2 billion Investment Fund has already been committed to the delivery of this scheme (£125 million from the UK Government, £94 million from the Welsh Government and £106 million from the European Regional Development Fund).

The delivery of further phases of the Metro scheme means that the Welsh Government will pre-allocate over £400m further funding from the Investment Fund for its delivery, with the necessary design work ongoing. As part of this City Deal the Welsh Government commits to involving the Cardiff Capital Region in the co-design of the wider Metro scheme and in the procurement of a delivery organisation.

Wider Investment Priorities - The remaining element of the Investment Fund will be used to take forward a wide range of projects and schemes that support economic growth across the Cardiff Capital Region. Decisions on the prioritisation of these schemes will be taken by the Cardiff Capital Region Cabinet. Schemes taken forward could include further phases of the Metro; investment to unlock housing and employment sites; and development of research and innovation facilities. Integrated ticketing for Caerphilly and Flintshire Council has been grant funded by Welsh Government.

Local Authorities have produced an Integrated Network Map (INM) which is a statutory duty and provides an aspirational map that sets out Caerphilly CBC's Active Travel proposals for the next 15 years. The development and delivery of the routes shown on the INM will be dependent on the availability of funding for Active Travel schemes.

When will this objective be completed?

The City Deal programme is over a ten-year period but the benefits if realised will be generational (25 years) or longer with a range of milestones along the way. Most of the measures for this objective are project based and measured at this time on milestones. This means specific measures on the success of the objective will be developed as the programmes develop or linked to other measures in other objectives such as the 'Enabling employment' Objective.

5. Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015



Councillor Nigel George, Cabinet Member for Waste, Public Protection & Street Scene

Councillor Ross Whiting, Cabinet Member for Learning & Leisure



Outcomes

1. Aim to reduce inequalities in health across the county borough
2. Creating a place that supports a healthy lifestyle. Including,
 - Contributing towards the Welsh Government target to reduce smoking prevalence rates to 16% by 2020
 - Reducing the overweight and obesity rates in children
 - Understand and address what helps to encourage people to become more physically active
3. Increase awareness and availability of local and affordable healthy food by working across sectors to develop and deliver a joint vision for a better food system to support the health and prosperity of residents, communities, and environment.



5. Creating a county borough that supports a healthy lifestyle in accordance with the Sustainable Development Principle within the Well-being of Future Generations (Wales) Act 2015

Well-being Statement

The impact of the coronavirus pandemic from February 2020 presented a range of unprecedented challenges for the residents of Caerphilly County Borough and makes this objective even more relevant.

Our data shows that residents living in areas of higher deprivation have statistically higher levels of ill health and live more years in poor health compared to those who live in the least deprived areas.

Life expectancy varies considerably according to where people live within the county borough. Data between 2005 and 2009 evidence the gap for healthy life expectancy, between those residents living in our most and least deprived communities, was 18.6 years for males and 16.2 years for females. More recent data, between 2010 and 2014, shows that this gap has been reduced to 13 years for males and 14.6 years for females, but it remains significant.

Unhealthy lifestyles arise, at least in part, due to the inequalities in the circumstances in which people are born, grow up, live and work. There is still much work to be done to reduce these inequalities. A significant amount of partnership working has taken place over recent years and has contributed towards this improvement in health inequalities. However, it is important to note that there have been recent changes that have altered the operational focus of this work. This brings with it both challenges and opportunities i.e., changes to Communities First, Flying Start and continuing budget reductions, so we have to look at different ways to support improved health and influence where we can.

An individual's lifestyle behaviour can affect their risk of ill-health and premature death.

Smoking is currently the largest single preventable cause of ill health and death in Wales and it directly contributes to health inequalities. Recent data shows that in Caerphilly county borough 19% of adults report being a smoker (2018-19 & 2019-20 data combined). This is above the Welsh average of 17% (source: National Survey for Wales).

Obesity – By 2050 it is predicted that 60% of adult men and 50% of adult women will be obese and 25% of children under 16 will be obese. The percentage of adults who are overweight or obese within Caerphilly county borough was 67% (2018-19 & 2019-20 data combined), which is above the Welsh average of 60%. Health conditions associated with obesity include Type II diabetes, coronary heart disease, high blood pressure, stroke, and cancers.

Wider impacts include less contribution to family life and community; reduced employment opportunities; less income; reduced productivity and absenteeism; poor school performance and poor mental well-being. The percentage of children aged 4 to 5 years who are obese in 2017/18 in Caerphilly county borough was 12.6%, the Welsh average was 12% (source: The Child Measurement Programme (CMP) Annual Report 2017/18).

Obesity harms children in the short term, but as up to 80% of children go on to become obese adults, childhood obesity also harms life chances.

Public Health Wales also found that overweight and obesity amongst 4-5 years olds increases as deprivation increases. This means there is a strong economic case for investing in the early years of life as early years programmes are often less expensive than the services needed to address the physical, mental, behavioural, and socio-economic consequences of poor early child development in addition to improving quality of life. Evidence shows that children with high levels of physical fitness have higher academic grades and those with lower levels of fitness have lower academic grades (*source: Journal of Paediatrics*) and that children need at least 1 hour of physical activity a day. Studies by Public Health Wales (Nov 14) supported key findings that pupils with better health and well-being were more likely to achieve better academically and that a positive association exists between academic attainment and physical activity levels. The University of Strathclyde and Dundee's (2012) research suggested that physical activity particularly benefited girls' performance in science and that children who carried out regular exercise, not only did better academically at 11 but also at 13 and in their exams at 16.

Building on this we introduced an initiative called 'The Daily Mile' with one simple aim - to help children get fit by walking or running for 15 minutes a day. This will improve the physical, emotional and social health and well-being of our children regardless of age or personal circumstances. It encourages children to be more active and helps them understand the benefits of physical and mental health and well-being and is gaining momentum across our schools and the Gwent region.

We have a statutory duty to produce a 'Play Sufficiency Assessment' every 3 years for the county borough in recognition of the value of play and open spaces in relation to health and well-being. We use a toolkit and map the types of places we have against recognised standards in a range of areas such as places of supervised and unsupervised play and how we and our partners aim to offer play opportunities that are inclusive and encourage all children to play and meet together. The assessment includes recognition of play in open spaces, and we have developed our own open space standards in accordance with the advice and requirements of planning regulations.

Other wider factors like travel to parks and costs are considered in assessing play and exercise. We can evidence strengths from completing this toolkit collaboratively and have identified actions to take such as the 'Large Scale Change' which is promoting physical activity in the Heads of the Valleys area for women aged 14–40. This is supplemented by work ongoing on 'Active Gwent'.

Overall, there has been year on year increases for participation and over half of all children have taken part in 5 x 60-minute activities at least once, however with world pandemic this has changed stunted any participation growth that would have taken place in the school sport programme. Participation rates in extra-curricular Dragon Multi-skills, designed to offer 7-11-year olds fun and enjoyable sporting opportunities, are also increasing each year until, just like the above COVID to effect. Up until this point, tots sessions such as football, netball, rugby and cricket and have also been provided in the community.

The Welsh Network of **Healthy School Schemes** was launched in 1999 to encourage the development of local healthy school schemes. The Welsh Government and Public Health Wales provided funding and guidance to help health and education services in partnership to set up and run local healthy school schemes in all 22 local authorities across Wales.

Since it was established in 2001 the Caerphilly Healthy Schools Scheme has grown rapidly. Our aim is to support schools to develop a whole school approach to health through 7 key areas:

- Food and Fitness
- Mental and Emotional Health and Well-being
- Personal Development and Relationships
- Environment
- Substance use and misuse
- Safety
- Hygiene

Engagement in the scheme requires schools to adopt a Food and Fitness policy which aims to improve the health of the whole school community by equipping pupils with the knowledge and skills to establish and maintain life-long active lifestyles and healthy eating habits.

Since 2010 schools have the chance to be awarded with a national final accreditation for outstanding practice with the Welsh Governments National Quality Award. We are working with our schools to achieve the award as this will show they have not only reached this standard but maintained it for 9 years or longer.

The **Caerphilly Healthy Early Years (HEY)** Scheme was initiated in 2008 to further support early years and childcare settings to promote the health and well-being of the whole community, including children, parents/ carers, and staff members. Since 2004, early years and childcare settings within the borough have been participating in the Caerphilly Gold Standard Healthy Snack Award scheme with the majority of settings successfully achieving the award, thus setting the scene for the introduction of the HEY scheme.

The HEY scheme extends the work of 'The Caerphilly Healthy Schools Scheme' that forms part of the Welsh Assembly Government's 'Welsh Network of Healthy Schools Scheme'. Since all Primary and Secondary schools in Caerphilly are working towards becoming a healthy school, a focus on health-related activities and policy in early years and childcare settings offers continuity for children as they move onto statutory education, as well as enhancing their development during their pre-school years. The HEY scheme encompasses best practice to engage children and enabling healthy attitudes and behaviours to be developed at a young age and continued throughout later life. It links closely with the Obesity Prevention programme by encouraging parents to be more active with their children and by promoting the 10 Steps to a Healthy Lifestyle.

The scheme trains in a range of activities such as '3 Sticky Fingers' cooking sessions, Ffa La La (physical literacy and movement through the medium of Welsh), Brilliant Babies, Traumatic Situations and Mindfulness training, for Mindful Families. We are also running a Fire Safety course and a fourth Internet Safety session. All of this training is in addition to Busy Feet (exercise about Nutrition and Oral Health) and Design to Smile. This is a successful scheme with a high number of our early years and childcare providers taking part over ten years.

We provide sporting opportunities for adults and young people with disabilities. Working closely with Disability Sport Wales we provide access to Leisure Centres, community clubs, school holiday schemes and the InSport programme. The Sport and Leisure Team were accredited with the InSport Ribbon Award, which recognises all that we do to create

inclusive sporting opportunities for disabled people. Our school holiday programme provides young people with the opportunity to try new and exciting sporting activities delivered by our specialist coaches and volunteers. The holiday programme can be tailored to that individual's needs and requirements.

In relation to physical activity, the percentage of adults in Caerphilly county borough who reported meeting exercise/physical activity guidelines in the previous week in 2014-15 was 26%. This compares with a figure of 28% in Gwent and 31% for Wales as a whole. The science on the benefits of physical activity is clear as to the profound benefits and effects it can have on health and wider moderate mental health and Well-being.

Active Gwent is a regional collaboration across Gwent whose vision is to improve physical literacy, promote a positive future and tackle inequality in communities through sport. In a variety of ways, the partnership is aiming to get 75% of people 'hooked on sport' by 2027. The partnership has looked at priority sports that are common across the five local authorities that help to meet the underlying demand. Under the theme of 'tackling inequalities', children and young people from deprived communities and living in poverty are being supported through a social inclusion programme called 'Positive Futures' using sport to engage these young people.

Increasing girls and women's participation is important for health and other benefits. 'Lets Go Girls' initiative which allows activity providers and females who are interested in taking part in activity to connect. During 2020 this was put on hold, however it is now being resumed and looking to engage with girls and women to increase physical activity levels. Within Caerphilly and within the region we will continue to focus on girls and women taking part in activity as tackling inequalities is one of our priorities.

One of the ways we contribute to a healthier environment and promote our tourism facilities is the Bryn Meadows Caerphilly 10K run. Due to the pandemic this had to be cancelled but we hope it will return in 2022 as this event has more than 2,500 runners of all abilities and gives runners both experienced and beginners, the opportunity to run on a relatively flat course with some undulating points against an historic backdrop.

Using exercise to improve health The National Exercise Referral Scheme (NERS) is a Public Health Wales (PHW) funded scheme which has been in development since 2007. The Scheme targets clients aged 16 and over who have, or are at risk of developing, a chronic disease. The scheme is centrally coordinated by Welsh Local Government Association and has secured funding until March 31st 2022. NERS is an evidence-based health intervention programme incorporating physical activity and behavioural change techniques. Furthermore, NERS provides support referred clients in making lifestyle changes to improve their health and Well-being. The main aims of the Scheme which we run are:

- To offer a high-quality National Exercise Referral Scheme across Wales
- To increase the long-term adherence of clients to physical activity
- To improve the physical and mental health of clients
- To determine the effectiveness of the intervention in increasing clients' activity levels and improving their health.

The scheme usually supports between 1300-1500 people a year to participate in the scheme and help improve participants quality of life. During the pandemic NERS was temporarily suspended by Public Health Wales, however over 400 clients were provided with virtual support and guidance on continuing to be physically active.

Outdoors, Parks and Countryside

It is important we understand a range of activities that contribute towards creating a place where people can enjoy a healthier lifestyle (rather than just focus on sport). We also want to build on our strengths, for example we are fortunate in the amount of green space that is available and can be used to promote well-being. Some 80% of the county borough is classed as rural and these areas contain a variety of landscapes including accessible uplands and significant water bodies, over 800km of public rights of way, five main country parks, a number of urban parks (of which some have achieved Green Flag Status), a National Nature Reserve and a number of other areas and facilities that can be used as part of promoting healthier lifestyles.

The benefits of green space on our mental and physical health have become more apparent during the enforced period of change to our daily lives brought about by the coronavirus pandemic.

Residents appreciate and use green space more, the pausing of traditional maintenance regimes in the spring of 2020 allowed areas to flourish with wildflowers etc. and increase habitat for local wildlife. This year we will be taking a report forward, following consultation with local members, on more sympathetic grass cutting regimes with an aim of increasing biodiversity and ecology across the borough, particularly on our roadside verges.

The management of green and blue spaces should be directed by the Green Infrastructure Strategy, which was formally adopted in November 2020 and such changes will enable multiple benefits such as improving mental and physical health and increasing biodiversity, which will lead to more resilient communities, more resilient habitats and ecosystems and a more resilient local economy.

Caerphilly Adventures also use our great outdoors to work with young people and their families to improve family relations, parenting, confidence, and self-esteem through the medium of outdoor activities and pursuits. It also provides opportunities for adults and young people to take part in Outdoor Activities such as Hill Walking Canoeing, Rock Climbing Caving and Stand-Up Paddle boarding by running a range of courses. Caerphilly Adventures also provides training in hill walking and first aid to enable adults to lead groups in the outdoors safely. The Duke of Edinburgh's Award delivers the Well-being Objectives through its different sections: volunteering, physical activity, skills, and expedition. Caerphilly Adventures also supports Caerphilly Adventures Group which is a network of volunteers that organises outdoor activities for its members.

Various Welsh Government initiatives aim to promote the use of green infrastructure to meet the desired outcomes prescribed in the Well-being of Future Generations and Environment Acts. Underpinning these is the principle of the sustainable management of natural resources, being championed by Natural Resources Wales but applicable to and supported by ourselves. The 'services' provided by our natural resources do play a significant role in our health and have the capacity to be increased. An important initiative to promote this increase, through greater use of green infrastructure, is the development of a regional 'Valleys Landscape Park' which is being driven by Welsh Government but will be

largely implemented through the actions of partner agencies. We are developing a Green Infrastructure Strategy to support this.

In 2015 we reviewed our Outdoor Recreation Provision looking at Equipped Play Provision; Sports Pitches; Allotments and our Green Spaces. From this we mapped what areas needed more facilities and what areas had enough. Reviewing what we have means we can identify gaps in provision, and this enables us to target those gaps when money becomes available from different funding streams. Our review also looked at quality and accessibility and actions arose that we are still working on, for example sports pitches within the county borough have been affected by poor standards of drainage, which affects both the ability of the pitch during the playing season and the standard of the playing surface. We have put in place a drainage programme to improve this. Adventurous Outdoor Play, particularly to provide safe adventurous play areas suitable for young people to encourage use of outdoor spaces, was identified as one of the Youth Forum's priorities for 2017 following a vote at their Annual Conference. This is made up of young people from 11 to 25 years across the county borough.

Part of creating a healthy environment includes our 'Tree Strategy' as we have approximately 250,000 trees across the county borough and there are many benefits to well managed trees. They are an important public resource which produce oxygen, absorb carbon dioxide, absorb pollutants, provide home and shelter for food and wildlife, and can provide buffer to noise pollution to name a few things, they are known to relieve stress of modern lives and provide shade and shelter to mitigate effects.

Keeping the environment clean

We know from the Council's household survey and Viewpoint Panel that cleanliness remains a concern within our communities and our objectives continue to keep the streets and public highways as clean and free from litter and graffiti as far as is reasonably practical. In relation to physical activity many people prefer to walk their dogs, cycle, or walk to work for example, and prefer use of the outdoor environment than attending leisure centres or taking part in a sport. An environment with litter, broken glass, fly tipping or dog fouling for example, can be a barrier that prevents people enjoying their regular outdoor space.

Most of our street scene cleaning and enforcement activities (such as fining people who do not abide by the law) is very much business as usual, however we do carry out a range of initiatives such as our 'Enough is Enough' environmental awareness campaign, where we have implemented a series of new measures such as placing a Public Spaces Protection Order (PSPO) in the park in Ystrad Mynach. This PSPO aims to tackle irresponsible dog ownership and dog fouling through enhancing the council's ability to take enforcement action.

The Welsh Government introduced the Unauthorised Deposit of Waste Fixed Penalties (Wales) Regulations 2017 on the 25th October 2017 which gives Councils greater powers to fine 'first time offenders' in relation to fly tipping with a fixed penalty notice pre-empting the need to go to court in the first instance but fixed at an amount that is not an incentive to continue enviro crime behaviours. We will use a range of performance measures around cleanliness and enforcement to make better connections with creating a space that supports a healthier lifestyle.

During the pandemic incidence of enviro crime such as fly tipping has risen substantially resulting in the Enforcement team devoting more time to investigating fly tipping and less

time patrolling for dog fouling and littering.

Health and Well-being needs to be an integral part of our everyday life and as the largest employer in the county borough, we recognise that improving the health and well-being of our staff is in all of our interests. Small and often simple lifestyle changes can help prevent illnesses such as strokes, cancer, diabetes, and heart disease. In light of this we have established a Health and Well-being group with the aim of providing employees with easy access to information regarding the improvement of their general health and well-being.

As approximately 75% of our employees live in the county borough any lifestyle improvements that employees share with their families and friends will benefit our communities more widely. Preventing ill health across the population is generally more effective at reducing health inequalities than medical or clinical involvement and requires many partners to work together. Success in this area would lead to long-term savings by reducing the risk of health and social problems and improve education, training, and employment prospects.

The nationally recognised (Public Health Wales) five healthy lifestyle behaviours include – remaining smoke free, drinking alcohol sensibly, and maintaining a healthy body weight, regular physical activity, and a balanced diet. The above factors are best tackled in a partnership across many organisations in the public, voluntary and private sectors as no one agency can carry this alone.

Indeed, our Public Services Board are looking at how we can build in resilience across the course of a life to prevent poor quality of life through poor health and have set an action area in the draft Well-being Plan (published June 2018) for 'Good Health and Well- being'. Action areas will set delivery plans to take specific activities to improve this and we will fully contribute to this improvement area.

The pandemic has highlighted the huge inequalities and the dangers posed by widespread food poverty and diet-related ill-health. At the same time, the impact on jobs and businesses across the food sector will have a long lasting social and economic impact on our high streets and communities. Therefore, we propose to add an outcome for 2021/22 in relation to increasing the awareness and availability of local and affordable healthy food by working across sectors to develop and deliver a joint vision for a better food system to support the health and prosperity of residents, communities, and environment.

How we used the 5 ways of working to review this Well-being Objective?

Involvement – This objective could never be delivered in isolation and the individual and many partners have to be involved to improve individual quality of life. The main involvement needs to be with citizens using the principles of 'co-production' (which starts from the idea that no one group, or person is more important than anyone else and everyone has skills, abilities, and time to contribute). Specifically, we work with and involve a range of partners such as Public Health Wales, schools and parents (for initiatives like the Daily Mile initiative). The nature of preventing ill health requires the involvement of the individual as well as health services, GP's, Health Visitors, the voluntary sector, and local groups such as walking groups. For example, the 'Healthy Hearts' Walking Initiative with the NHS, has 3000 participants in Caerphilly. Another initiative is the South Eastern Caerphilly Landscape Partnership which involves developing the recreation potential of the south eastern Caerphilly urban fringe and countryside, an initiative being led by the communities and should have particular benefits to Lansbury Park, our most deprived area.

Long term – The objective is framed in the long term from a generational life course to deal with the long-term implications of poor health which affects the quality of life and the wider economy if we do not improve on the current position. This objective starts from pre-pregnancy and 0-3 within the Flying Start programme through to healthy places for adults and children. Opportunities for health improvements with the development of the Valleys Landscape Park is a long-term generational commitment and will probably run for the next 25 years.

Collaborate – As noted under involvement we must collaborate to improve this aspect, there are too many partners to list here but staff from the Aneurin Bevan University Health Board, Public Health Wales, Sport Wales all carry out activities in partnership. National Resource Wales (NRW) have a passion and willingness to allow the public use of their sites for outdoor recreation and the South Wales Countryside Officers group collaborate to ensure both local and region initiatives are developed and implemented that promote benefits to health, particularly through the Sustainable Management of Natural Resources.

Integration – Good Health underpins all the other Well-being objectives as without good health many other objectives such as maintaining sustainable employment, making the most of education and general quality of life opportunities is simply not possible. Success of this objective will meet the goals of the other organisations listed here as we all want the same outcomes.

Prevention - This objective in its totality is about preventing poor health and building more resilience in our citizens over the life course to enable a better quality of life. There are many contributions to this area that are not always instantly obvious, for example we have a capital programme to improve drainage on playing fields which will allow fixtures to be played during periods of bad weather, improved drainage will maximise the use of pitches and therefore prevent cancellations and for sports to continue. At the heart of people's ability to work, learn and enjoy a good quality of life, good health and well-being is the starting point for all other opportunities. Demand on already stretched services such as social care, primary and secondary health care, can be reduced by supporting residents to have a healthy and independent life for as long as possible.

What steps will we take to achieve this objective?

Below we detail some of the main actions that we will take to deliver this objective

Steps to deliver the outcomes	By When (2018-2023)
Outcome 1.- Aim to reduce inequalities in health across the county borough	
Continue to increase the 'Daily Mile' programme in schools across the county borough.	2018-2023
Continuation of the Healthy Hearts programme in partnership with Aneurin Bevan Health Board.	
Run our health outreach (shared contract) service to deliver responsive feeding programmes and baby clubs as part of child development.	2018-2021
Run and increase the School Holiday Enrichment Programme (SHEP) in Summer 2019. The project provides food, nutrition, physical activity in the summer holidays helping areas that have a high number of children on free school meals.	2018-2020
Promote the Healthy Schools programme (a Welsh Government, Public Health and Education Programme) to provide specific actions to improve child health.	2018/19
Disability in Sport – providing sporting opportunities for individuals with disabilities.	2018-2023
Participation in 'large scale change' collaborative programme: Let's Go Girls (Campaign to get more girls and women aged 14-40 more active, more often through different forms of engagement through physical activity).	2018/19
Supporting greater physical activity through continued delivery of targeted programmes on a local and regional basis such as 'Positive Futures', which is a sport based social inclusion programme that uses sport as a tool to engage young people in local community facilities, and through a referral process from a range of partnership agencies.	Ongoing (2018-2023)
Sporting Pathways – a targeted approach to helping clubs develop their playing, coaching and volunteer base.	2018-2020
Complete a Play Sufficiency Assessment to assess gaps in provision and identify improvement actions.	March 2019
Outcome 2.- Creating a place that supports a healthy lifestyle	
Implement a county borough wide Sport and Leisure Strategy to establish a vision and specific actions.	Summer 2018
Set up a Health and Well-being employee group to provide lifestyle improvements that can benefit the wider communities.	2018/19
Promote and run the Elite Caerphilly Scheme 2018 (This aims to reduce the financial burden of training costs for talented athletes, many of whom aspire to represent both Wales and/or Great Britain in their respective sports on the international stage.	2018-2023
Promoting access and use of our parks and countryside (Rural Development Programmes), through cycling and walking and events such as the 'Caerphilly Challenge'.	Ongoing (2018-2023)
By 2020 aim towards Welsh Government target to reduce the smoking rate to 16%	2020

Steps to deliver the outcomes	By When (2018-2023)
<ul style="list-style-type: none"> • Trader education/awareness on 18 age limit for purchases of tobacco products, No Proof No Sale packs issued to traders which include guidance for traders, shop display items and information for employees. • Promote and facilitate take up of Proof of Age cards to young people 16 to 18 via schools and colleges. 	
Delivering on our Tree Strategy Actions	2018-2023
Outcome 3. - Increase awareness and availability of local and affordable healthy food by working across sectors to develop and deliver a joint vision for a better food system to support the health and prosperity of residents, communities, and environment.	
Map current Fareshare and community projects across the borough working with third sector to identify food-based projects.	Dec 21
To develop a Food Network to develop projects that can be implemented across the borough linking together community/supermarkets/private sector	Jan 22
Develop and implement a co-ordinated marketing strategy to promote the work of the food network.	Feb 22
Develop a scheme where Community Champions can teach residents to make meals and produce these on recipe sheets.	Ongoing

Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

A Prosperous Wales – Research suggests that young people who are healthier are more likely to perform better at school and less likely to be unemployed, receiving benefits or involved in crime. Any age of people who have their health have more potential for enjoying paid or unpaid work. Good health and personal reliance will support residents, of all ages, to fully be part of the labour market and help contribute towards a prosperous county borough. Giving every child the best start in life will ensure that they have the support they need to reach their full educational potential, that they are able to secure rewarding and meaningful employment and that they become productive members of society. Our environment and green spaces can provide employment and other benefits such as inward investment and tourism.

A Healthier Wales – Creating a supportive environment that enables our residents to manage their own physical, mental and well-being needs is an important part of ill health prevention. Demand on already stretched services can be reduced by supporting residents to have a healthy and independent life for as long as possible. Providing support to the child and family in the early years reduces the risk of the individual engaging in health harming behaviours and of developing diseases such as cancer, heart disease, diabetes, and poor mental health. Communities with attractive public open space help residents to be more active and more engaged and support better mental and physical health.

A More Equal Wales - All the Sporting programmes at their core are about ‘tackling inequalities’ whether that is to help women and girls back into exercise or sport, young people who need help or those who have disabilities, and this supports greater inclusivity. Residents living in areas of deprivation are at greater risk of poor health. Supporting residents to adopt healthy behaviours will help them to take responsibility and manage their own physical health, mental health, and well-being. Lifestyle choices are a key cause of health inequalities and can have a major impact on healthy life expectancy. The need to

reduce our health inequalities is unquestionable. Every individual deserves the opportunity to fulfil their potential, regardless of their socio-economic characteristics, background or circumstances.

A **Resilient** Wales – Improvement with regard to enviro crime as proposals to prevent fly tipping will contribute to a cleaner, safer environment by removing the likelihood of fly tipping and associated environmental issues. Supporting residents to have good health and ensuring our children have the best start in life will develop skill sets that enable residents to respond positively to the constantly changing world that we all live in and enable them and their families to be more resilient and adapt to change in the future. Regular participation in sport, for both children and adults, is associated with good mental health. A network of healthy, green, well-functioning, well-connected and sustainable communities can deliver multiple benefits for environmental, social, economic, and cultural well-being.

Supporting residents to have the best start in life will help reduce youth offending, anti-social behaviour and other crime levels leading to safer communities within the county borough. Attractive country parks and opportunities to walk and cycle and allow all to experience places to enjoy activities is very much a part of providing ‘A Wales of **Cohesive Communities**’.

Opportunities for taking part in community and sporting activities will help to reduce feelings of isolation and loneliness. In the same way creating a county borough where people can participate in sport and recreation and where they feel healthy and empowered to be engaged citizens, all supports a Wales of **Vibrant Culture**; for example, whilst the Caerphilly 10k run helps people partake in exercise within a supportive environment, it also encourages tourism as people come to visit the area.

A **Globally Responsible** Wales – Enabling behaviour change towards a more preventative and sustainable approach will have a huge impact on the local and global environment. Positive early intervention and improving residents’ health can prevent higher healthcare costs in adulthood. By encouraging residents to protect and look after their local environment and natural resources we strive towards our global obligations.



How we will resource this Well-being objective

Resources in this area have been significantly reduced over the past few years. This is impacting our availability to deliver a range of programmes, so it is important that we pool our expertise and resources to set this within the way of working that involves other people in the delivery of this objective. The School Holiday Enrichment Programme (SHEP) is match funded by the local authority and delivered using a grant of up to £5,000 per school.

Community Regeneration are working with the Rural Development Plan (RDP) team in relation to the food poverty agenda will be appointing to a post.

When will the objective be completed?

Improved health data is a long-term measurement and can rarely be measured on a year-to-year basis. As this objective is about making a difference at an early age and to promote more physical activity there cannot be a specific 'completion date' therefore we will look at completion dates regarding actions and changes.

Measures of progress are noted below:

Evidence linked to the Outcomes
Outcome 1 - Aim to reduce inequalities in Health 1
Increase the number of schools participating in the 'daily mile'.
Increase the number of schools achieving Welsh Governments National Quality Award for Healthy Schools.
Number and % of participant parents benefitting from an evidence-based parenting programme.
Number of clubs signed up to be part of the 'Let's Go Girls' campaign.
Outcome 2 - Creating a place that supports a healthy lifestyle.
Reduce smoking rates.
% of children age 4/5 who are overweight or obese.
Percentage of children at 11 years who can swim 25 meters.
Increase the number of visits to our parks and countryside.
Increase numbers participating in a broadened 'Healthy Hearts' initiative.
Number of people participating in the Health Referral scheme.
Street Scene Cleanliness Index LEAMS Score for the whole of the county borough (STS005a)
% of highways & relevant land inspected of a high or acceptable standard of cleanliness (STS005b).
% of reported fly tipping incidents cleared within 5 working days (STS006).
The percentage of reported fly tipping incidents which lead to enforcement activity.
Number of enforcement actions issued for Dog Fouling.
The percentage of reported fly tipping incidents which lead to enforcement activity.

For context we will also review the National indicators for Wales below as part of this overall objective

General Well-being Indicators	Source of Data
Percentage of adults who have fewer than two healthy lifestyle behaviours (not smoking, healthy weight, eat five fruit or vegetables a day, not drinking above guidelines and meet the physical activity guidelines)	National Survey of Wales
Percentage of Children who have fewer than two healthy lifestyles as above	School Aged Children Survey, New analysis
Healthy life expectancy at birth including the gap between the least and most deprive.	ONS and Public Health Wales
Percentage of people feeling safe at home, walking in the local area, and when travelling.	National Survey of Wales
Mean mental Well-being score for people	National Survey of Wales

Additional Information

As a wider consideration of creating a 'healthy place', part of our tree strategy is to develop scope on council allotments for potential small scale 'allotment forestry' as a partnership between council and tenants called the Allotment Forum Initiative.

Ideally this would involve the planting of useful trees in positions which would not affect the site's primary function as a place to grow vegetables. We will encourage tenants to plant appropriate fruit trees where they will not significantly interfere with vegetable production. Besides fruit trees, there is also the potential for the planting of small coppice areas if it was supported by tenants. These could be planted on plots that, because of shading, or say waterlogged conditions, are less suitable for vegetable growing.

Coppicing of species such as hazel, willow, or sweet chestnut would produce valuable products such as bean poles, pea sticks, or fencing materials, which could be harvested communally and would represent a sustainable use of these plots while maintaining wildlife value.

6. Support citizens to remain independent and improve their well-being



*Councillor Shayne Cook,
Cabinet Member for Social Care*

Outcomes

1. Support people to 'help themselves' by providing comprehensive advice and information including signposting to other services.
2. Have 'meaningful conversations' to help people identify 'what matters' to them to inform 'outcome focused' planning.
3. Provide support to reduce the need for higher tier statutory interventions.
4. Continue to identify opportunities to work collaboratively wherever appropriate.

6. Support citizens to remain independent and improve their well-being

Well-being Statement

2016/17 saw the implementation of the Social Services and Well-being (Wales) Act 2014 across Wales. This was possibly the most wide-ranging and radical change in legislation impacting on the delivery of Social Care for generations.

The Legislation is underpinned by a series of key principles and the Local Authority is charged with delivering services to enable these to be achieved. The principles are:

- Provide support at the lowest level to reduce the need for statutory services or interventions.
- Provide information and advice aimed at helping people to help themselves.
- Signposting people to community based and third sector services wherever appropriate to do so.
- Facilitate 'what matters' conversations with people referred for support to ensure services are aware of what the individual actually wants and would benefit from
- Identify personal outcomes and provide services to enable people to achieve these outcomes.
- Only provide 'Care and Support' to those people whose needs 'can and can only' be met through the provision of Social Care services
- Continue to safeguard and protect those most vulnerable people

As a result, we set 6 outcomes when the Corporate Plan was first implemented, and outcome 4 and 5 was to identify and support carers and improve the recruitment of Foster Carers and Shared life Carers. Positively the actions to deliver this are now completed and the outcomes have been achieved. As this has now become part of the core business for Adult and Children's service's we have removed those 2 outcomes and reduced the remainder to 4 for the remainder of the time of the plan has to run.

As part of the Social Services and Well-being (Wales) Act 2014, the Information, Advice and Assistance (IAA) team, was established in Caerphilly. IAA acts as the first point of contact for all referrals into both statutory and preventative services. An assessment is undertaken to identify if the individuals needs require 'Care and Support'.

On occasion, a person may not be eligible for Care and Support, but their needs can instead be met through preventative well-being services. The Welsh Government Children and Communities Grant programmes - Families First, Flying Start, Supporting People and the successor to Communities First – and the Supporting People programme all work at an early intervention and prevention level. Collectively these are described as the tackling poverty programmes.

Providing low level support to individuals and families is aimed at reducing the need for statutory and specialist services, whilst providing timely support for individuals which will enable them to improve their well-being.

Within Caerphilly, the Families First programme offers targeted, time-limited interventions to ensure that families get the right support and the right time. Support is provided for a wide range of needs including parenting and behaviour, well-being and mental health, advocacy, financial support, young carers, literacy and numeracy support, youth engagement, support for families affected by domestic abuse, pre- and post-natal support, emerging developmental delays in pre-school children and community engagement. In addition, the Team Around the Family (TAF) model in Caerphilly, locally known as Supporting Family Change, co-ordinates support for families with multiple needs.

The 'Caerphilly Cares' team is a team of established Caerphilly County Borough Council staff who offer a new centralised coordination and response triage service for those county borough residents in need of support for issues such as food poverty, debt or rent arrears, isolation or loneliness. 'Caerphilly Cares' offers individuals a single point of contact who will assist them in getting to the root cause of their issue, meaning they will only need to explain their situation once.

How we used the '5 ways of working' to review this Well-being Objective?

Involvement - Using the principles of the Social Services and Well-being Act, citizens should be fully involved in identifying their needs and personal outcomes and planning their Care and Support requirements. Supporting People and Families First programmes involve numerous projects and providers and partners. Service users are involved in their own care through having the 'what matters to you' conversation.

Long Term - Our long-term aspiration is to ensure citizens are supported to remain independent in their own homes and communities for as long as possible. Being independent gives people a feeling of purpose and self-worth and for some older people moving to residential accommodation can be distressing as home is often where people are happiest. This is important to well-being.

Collaboration - This Well-being Objective is reliant on all partner agencies collaborating and co-operating to provide early intervention support to prevent the need for statutory intervention. Much of the preventative work undertaken by the tackling poverty programmes is commissioned from third sector organisations working within the Caerphilly County Borough. This allows for greater partnership and multi-agency working across all organisations.

Integration - The Information, Advice and Assistance Service and Supporting People are already integrated across Adults and Children's Services. Opportunities for further integration across wider partner agencies will be developed as and when they arise. This objective contributes to a wide range of health, third sector and other public bodies outcomes including the Social Services Gwent Area Plan, by helping people to become more resilient.

Prevention - The foundation of the Social Services and Well-being Act is the concept of early intervention and prevention support services that enable citizens to access services to help themselves.

What steps will we take to achieve this objective?

It is important to recognise that this is a five-year Corporate Plan and that the majority of actions were completed within the first two to three years. Therefore, the majority of outcomes are completed and progress will be maintained going forward.

We also set up another action plan as a result of Audit Wales examination in 2019/20 for outcome 3 'work in partnership with Aneurin Bevan University Health Board to prevent unnecessary admissions to hospital and facilitate timely discharge'. This action plan had a range of activities and is now 95% complete, but more importantly has been successful in enabling more people to who are medically fit to be discharged back into their community where they are assessed in their own home to promote independence.

Steps to deliver the outcomes	By When (2018-2023)
Outcome 3.- Provide support to reduce the need for higher tier statutory interventions.	
Work in partnership with Aneurin Bevan University Health Board to prevent unnecessary admissions to hospital and facilitate timely discharges.	2018-2023 This will continue to be an ongoing priority particularly in-light of the pandemic pressures.
Continue to support the work of Families First and the Welsh Government Tackling Poverty programmes to provide support to families at a preventative and early intervention level.	Retendering of the whole programme was completed in March 2021. Services will now run until 2023.
Outcome 4 - Continue to identify opportunities to work collaboratively wherever appropriate	
Continue to engage in regional partnerships and collaborations to ensure Caerphilly are represented and able to influence the direction of travel.	2017 – 2022 Ongoing

Why we consider that our Well-being Objective will maximise our contribution to the National Well-being goals

The Well-being Objective maximises contribution to two key national Well-being goals: **A Healthier Wales:** Social Care services support the promotion of good physical and emotional health in order to support individuals to remain independent for as long as is possible.

A more Equal Wales Irrespective of background or circumstance, if an individual requires the Care and Support of Social Care Services then the appropriate level of support is provided.

This also contributes to Welsh Governments 'Prosperity for All National strategy particularly, the Healthy and Active theme which promotes the following:

- Deliver quality health and care service fit for the future
- Promote good health and well-being for everyone
- Build healthier communities and better environments



How we will resource this Well-being Objective?

Most of the actions identified in Section 4 require little by way of additional funding but do require staff and partner time to be committed to achieve. However, a number of the initiatives and services that have been developed are reliant upon the continuation of Welsh Government grant funding including the Intermediate Care Fund (ICF) that is administered through the Regional Partnership Boards.

When will the objective be completed?

A few of the outcomes have already been completed or are in the process of being completed. For several others, it is the case that the actions identified will be continually reviewed and amended in order to remain current. However, targets are able to be set in relation to the following:

Evidence linked to Outcomes
<p>Outcome 1 - Support people to 'help themselves' by providing comprehensive advice and information including signposting to other services.</p> <p>Outcome 2 - Have 'meaningful conversations' to help people identify 'what matters' to them to inform 'outcome focused' planning.</p>
<p>Relevant staff will receive 'meaningful conversations' training by the end of 2018. The DEWIS website will be fully operational by April 2019.</p> <p>As a result of the advice, information, and extra signposting the number of referrals that led to an assessment has increased by 32% from the start of the year to the end of 2020-21.</p> <p>As a result of the advice, information, and extra signposting the number of referrals has increased by 50% and overall assessments have increased by 11% by the end of 2020-21.</p>
<p>Outcome 3 - Provide support to reduce the need for higher tier statutory interventions</p> <p>Undertake a review of all ICF investments to maximise the effectiveness of the grant funding by September 2018</p> <p>Children's Services Intensive Support Team to be fully operational from April 2018</p>
<p>Outcome 4 - Continue to identify opportunities to work collaboratively wherever appropriate</p> <p>Numbers of carers (including young carers) supported</p> <p>Levels of respite support provided</p> <p>Achieve an increase in the overall number of carers recruited – this will be monitored quarterly and annually</p>
<p>All outcomes</p> <p>The Families First programme has 14 outcome measures that are reported yearly to Welsh Government, we will use the relevant measures to support progress with this objective.</p>

For context we will also review the National indicators for Wales below as part of this overall objective:

General Well-being Indicators	Source of Data
Percentage of people who are lonely	National Survey for Wales
Percentage of people agreeing that they belong to the areas; that people from different backgrounds get on well together; and that people treat each other with respect.	National Survey for Wales

Any other additional Information

The Welsh Government has reviewed the Performance Indicator data sets that measure the Social Services Well-being Act and it is likely that this will change the data we collect.

All 22 local authorities have agreed the new Performance Measurement Framework which came into effect in April 2020. We are in the process of selecting a suite of measures that would underpin this objective.

It is recognised that Social Care is unable to achieve all these actions alone and acknowledges the vital role that partners, both internal and external to the Council, will play in completing them.

6. Reviewing our Objectives

How we will govern ourselves to meet our Well-being Objectives.

The process for each Well-being Objective will be the same so here are the main ways that we will govern ourselves in the meeting of our objectives

- We will have an Action Plan for each Objective.
- We will use a scorecard to measure our performance as part of our overall performance.
- The actions will be linked to individual Service Plan's, so it is part of service delivery and not separate from it.
- Progress and emerging risks will be reported to our Corporate Management Team.
- We will consult with the public to ensure our objectives are still relevant to them. We may use existing consultation methods from services rather than always run a separate engagement exercise simply for objectives. For example, we ask the public what is important to them when we are consulting on our budgets and these existing mechanisms can play a greater more integrated part in assessment.
- We will use the monitoring for the Well-being Plan as our review as they will contribute towards the Public Services Board Plan.
- Our auditors and the Future Generations Commissioner will assist us in providing good practice in how we can best meet our objectives.

The steps we will take to keep our objectives under a review

- Our reporting structure will include frequent reporting to our Corporate Management Team working within our medium-term financial planning to ensure resourcing plays an integrated role in the delivery of objectives.
- We will assess at a point in time whether we are unsuccessful, partially successful, or fully successful and invite our reporting bodies and any relevant partners to challenge our self-assessments.
- We will report to Cabinet (the Executive) and relevant Scrutiny's on our progress by our new Self-Assessment process as identified in page 12, para 4.12 twice a year.
- Reporting to any relevant partners as part of any collaboration set up to deliver on our objectives.
- Report at least yearly to the public on our progress and review of our objectives as part of our performance management arrangements.

7. The seven Well-being Goals for Wales

Goal	Description of the goal
A prosperous Wales	An innovative, productive and low carbon society which recognises the limits of the global environment and therefore uses resources efficiently and proportionately (including acting on climate change); and which develops a skilled and well-educated population in an economy which generates wealth and provides employment opportunities, allowing people to take advantage of the wealth generated through securing decent work.
A resilient Wales	A nation which maintains and enhances a biodiverse natural environment with healthy functioning ecosystems that support social, economic and ecological resilience and the capacity to adapt to change (for example climate change).
A healthier Wales	A society in which people's physical and mental Well-being is maximised and in which choices and behaviours that benefit future health are understood.
A more equal Wales	A society that enables people to fulfil their potential no matter what their background or circumstances (including their socio economic background and circumstances).
A Wales of cohesive communities	Attractive, viable, safe and well-connected communities.
A Wales of vibrant culture and thriving Welsh language	A society that promotes and protects culture, heritage and the Welsh language, and which encourages people to participate in the arts, and sports and recreation.
A globally responsible Wales	A globally responsible Wales. A nation which, when doing anything to improve the economic, social, environmental and cultural Well-being of Wales, takes account of whether doing such a thing may make a positive contribution to global Well-being.

More information about the Well-being of Future Generations Act (Wales) 2015 and what that means for public bodies can be found at the site below:

[Welsh Government: Children and Families](#)

8. Contact us

Your views and opinions on the content of our plans and the priorities are important to us. We welcome your input so that we can continue to provide meaningful information that helps inform you of the service focus, ensuring that we are working on the things that are important to making a difference to you, our citizens, and our communities.

Please contact us by: Email: PMU@caerphilly.gov.uk OR by
Web-link: [Council Performance](#) and follow the instructions on screen:

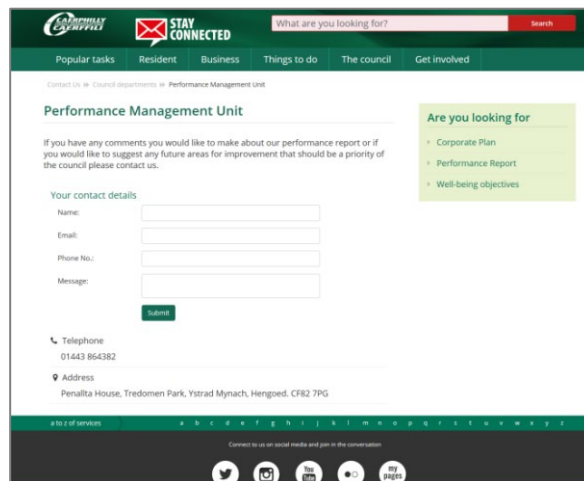
Alternatively, please contact:

Ros Roberts

Business Improvement Manager
Business Improvement Team
Caerphilly County Borough Council
Penallta House
Ystrad Mynach
Hengoed CF82 7PG

Tel: 01443 864238

E-mail: roberr@caerphilly.gov.uk



The screenshot shows the 'Performance Management Unit' contact page on the Caerphilly Council website. The page has a green header with the council logo and 'STAY CONNECTED' text. Below the header is a navigation menu with links for 'Popular tasks', 'Resident', 'Business', 'Things to do', 'The council', and 'Get involved'. The main content area is titled 'Performance Management Unit' and includes a search bar, a 'Contact us' breadcrumb, and a message asking for comments on performance reports. There is a 'Your contact details' form with fields for Name, Email, Phone No., and Message, followed by a 'Submit' button. Contact information for the Performance Management Unit is provided, including the telephone number 01443 864382 and the address Penallta House, Tredomen Park, Ystrad Mynach, Hengoed, CF82 7PG. A footer contains a 'a to z of services' link and social media icons for Twitter, Instagram, YouTube, Facebook, and Pages.

This document is also available in different languages and formats upon request.

Further information can also be found on our website: www.caerphilly.gov.



Caerphilly County Borough Council
Corporate Plan 2018-2023